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CARIBBEAN DEVELOPMENT BANK



**TECHNICAL ASSISTANCE - IMPLEMENTATION OF
THE MODEL SAFE SCHOOL PROGRAMME IN THE CARIBBEAN**

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Considered at the Two Hundred and Seventy-Seventh Meeting of
the Board of Directors on July 20, 2017

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JULY 20, 2017

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CARIBBEAN DEVELOPMENT BANK

TWO HUNDRED AND SEVENTY-SEVENTH MEETING OF THE BOARD OF DIRECTORS

TO BE HELD IN BARBADOS

JULY 20, 2017

PAPER BD 89/17

**TECHNICAL ASSISTANCE - IMPLEMENTATION OF
THE MODEL SAFE SCHOOL PROGRAMME IN THE CARIBBEAN**

1. BACKGROUND

1.01 The Caribbean is one of the most disaster prone regions in the world due to its high vulnerability to multiple natural hazards such as hurricanes, floods, earthquakes, tsunamis, landslides and volcanic eruptions. This vulnerability is exacerbated by underlying socio-economic factors such as high levels of poverty and inequality, unplanned urban settlements and weakened infrastructure. The most recent projections in climate research anticipate a significant increase in the frequency and intensity of climate related natural hazard risks, such as hurricanes and extreme weather events.

1.02 The education sector in the Borrowing Member Countries (BMCs) of the Caribbean Development Bank (CDB) is one of the most vulnerable sectors to the impacts of natural hazards. Several factors contribute to vulnerability of the physical infrastructure including: location of the school plant in vulnerable locations such as flood-prone areas or on unstable slopes, the inadequate maintenance of buildings, and a general absence of education sector policies and plans which explicitly address vulnerability risk reduction of the school plant. Over the last two decades, natural hazards have inflicted severe damage and losses to the education sector. For example, in 2004 Hurricane Ivan damaged 73 of 75 public schools in Grenada, resulting in delayed access to education services for more than 30,000 children. The January 12, 2010 earthquake in Haiti destroyed 4,000 schools, due largely to the absence of earthquake-resistant architecture. Ensuring school safety has therefore emerged as a key public policy issue for governments, given the critical role that the education sector plays in achieving the wider development objective of inclusive economic growth and social development. Moreover, many schools serve as emergency shelters as well as spaces for community activities.

1.03 At the international level, the challenge of operationalising the concept of safe schools has been recognised as a priority and has been incorporated in the Sendai Framework for Disaster Risk Reduction¹ (DRR) 2015–2030. The strategy places emphasis on integrating school safety in national DRR plans and strategies by 2020. A key mechanism for driving the strategy has been the establishment of a thematic working group that promotes initiatives to (a) build knowledge and awareness of hazard risks in the school curriculum, and (b) strengthen disaster-resilient public and private investments through structural, non-structural and functional disaster risk prevention and reduction measures in critical facilities, particularly schools and hospitals. As a complement to the Sendai Framework, the United Nations Office for DRR (UNISDR) coordinates a Worldwide Initiative for Safe Schools (WISS), a government-led global partnership for advancing safe schools. WISS was developed in collaboration with the Global Alliance on

¹ This is the flagship international document of the UNISDR.

DRR Education and Resilience in the Education Sector (GADRRRES). GADRRRES comprises a range of UN bodies, international non-governmental organisations, and selected regional partners working on DRR education and knowledge issues. Implementation of WISS at the national level, is based on three core pillars for a safe school: Safe Learning Facilities (disaster-resilient infrastructure), School Disaster Management, and DRR and Resilience Education.

1.04 In the Caribbean, the Caribbean Disaster Emergency Management Agency (CDEMA) has responsibility for the coordination of disaster risk management (DRM) in the Caribbean Community (CARICOM). CDEMA has 18 Participating States (PS), all of which are BMCs of CDB. Appendices 1A and 1B provide CDEMA's three tiered governance structure and organisational chart. The administrative operations of CDEMA's Coordination Unit (CU) are expected to be financed from subventions from PS. However, with many PS experiencing serious fiscal constraints, subvention flows have been less reliable resulting in significant arrears. Deficit in subventions are either made up through direct support from discrete technical assistance (TA) grant projects to the CU or from project management fees charged by the CU to implement regional projects and other initiatives.

1.05 The Comprehensive Disaster Management (CDM) Strategy 2014-2024 coordinated by CDEMA provides the regional framework for building a safer, more resilient Caribbean through strengthening institutional arrangements, increasing and sustaining knowledge management and learning, improving effectiveness of CDM at sectoral levels, and building and sustaining capacity for a culture of safety and community resilience. Under the CDM, CDEMA has identified the education sector as a priority for advancing DRM in the region. At the sub-regional level, strengthening DRR and management measures, is reflected in one of the cross-cutting themes of the CDB-funded Organisation of Eastern Caribbean States (OECS) Education Sector Strategy (2012-2021). In keeping with the priority for building resilience in the education sector, CDEMA has developed the Model Safe School Programme (MSSP) toolkit, to assist its PS to create safer and greener educational facilities. The MSSP toolkit covers pre-primary to post-secondary institutions in the private and public sectors, and was endorsed by the CDEMA Council of Ministers in 2015. It provides guidance for the development of a National Safe School Policy and tools for assessing the level of safety and greenness of schools. The school assessment tools provide the basis for identifying deficiencies and making recommendations for the development and implementation of safety action plans, to bring schools into compliance with established standards for safety and greenness as outlined in the policy.

1.06 The MSSP was piloted in four schools in three BMCs during 2014 –2015: Anguilla (two schools), Barbados and St. Vincent and the Grenadines. Activities included the structural/physical assessments and the development of safety action plans for each pilot school. Based on the assessment, areas for action were identified and work was undertaken to improve the level of safety of these schools. This included enhancement of evacuation routes and warning systems for evacuation. However, insufficient funding limited the full implementation of priority activities identified in the action plans. Nonetheless, the assessments provided the Ministries of Education with data to inform future decisions about maintenance, retrofitting; and disaster preparedness and response actions. The assessments also revealed that stakeholder engagement and involvement are critical to secure “buy-in”, reduce delays in project implementation, support participatory assessments and facilitate the implementation of the action plans.

1.07 As part of its continuing efforts to build resilience in the education sector, CDEMA in collaboration with UNISDR, OECS and other regional partners have joined forces to implement the Caribbean Safe School Initiative (CSSI). The CSSI provides the framework under which the Caribbean will implement WISS, with funding from the Austrian Development Agency (ADA). A UNISDR led project “Strengthening Regional DRR Strategies and Capacities for Resilience in the Caribbean” commenced in 2016 and has supported a range of promotional activities, including a Caribbean Safe School Ministerial Forum. In April 2017, as part of this initiative, authorities from 12 Ministries of Education including ten

BMCs, signed the Antigua and Barbuda Declaration on School Safety in the Caribbean² and drafted a Regional Roadmap for School Safety. The Declaration embraces the MSSP as a recognised approach to reducing a range of risks to include natural hazards in the education sector. As a key implementing partner of the UNISDR led project, CDEMA will apply the MSSP approach and coordinate vulnerability assessments in 18 schools in 6 BMCs: Antigua and Barbuda, Guyana, Montserrat, St. Kitts and Nevis, St. Lucia, and the Turks and Caicos Islands.

1.08 In April, 2016 the World Bank (WB) launched, a safe schools project in Jamaica titled “Developing Disaster Risk Management Strategy in Jamaica’s Education Sector”. Under the project, structural assessments of 950 primary and secondary schools will be undertaken beginning June 2017. In collaboration with the University of Technology’s (UTech) Faculty of the Built Environment (School of Building and Land Management), a specialised course is being developed for conducting physical assessment of schools in respect of vulnerability to flood, hurricanes, seismic and landslide risks using a standardised assessment template. Students from the Faculty will be trained to conduct physical assessment of schools and will also serve as assessors under the WB project.

1.09 In furtherance of the objectives of the Antigua and Barbuda Declaration on School Safety in the Caribbean, CDEMA has requested support from CDB for a TA grant to:

- (a) convert the paper-based MSSP toolkit to an electronic format that will allow for data collection, storage, analysis and reporting of risk data;
- (b) elaborate and enhance the building condition assessment element of the MSSP tool-kit;
- (c) “scale up” the adoption of the MSSP toolkit with implementation of MSSP activities in six BMCs: Antigua and Barbuda, Barbados, Dominica, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines (SVG)³; and
- (d) assess schools in Barbados and SVG using the enhanced Building Condition Assessment Tool⁴ which were completed under the original CDEMA pilot project.

1.10 The proposed TA has been designed to advance the school safety agenda by building on existing initiatives in BMCs. Appendix 2 provides a detailed summary of the project components along with the components of UNISDR led project being coordinated by CDEMA.

2. PROPOSAL

2.01 It is proposed that CDB provide a grant to CDEMA in an amount not exceeding the equivalent of seven hundred and forty-five thousand, nine hundred and thirty-eight euros (EUR745,938) from its Special Funds Resources (SFR) to assist with financing the implementation of the MSSP in the six BMCs listed in 1.09 (c). The grant will provide resources to:

- (a) convert the existing paper based MSSP tool to an electronic format and to test the electronic tool;

² <http://eird.org/americas/safe-school-forum/docs/declaration.pdf>

³ Among the countries selected for the UNISDR, Montserrat and Turks and Caicos Islands are not eligible under the African Caribbean Pacific-European Union-CDB-Natural Disaster Risk Management (ACP-EU-CDB-NDRM) in CARIFORUM Countries Programme. This programme has already allocated resources to Guyana to develop a Natural Hazard Risk Profile for the Education Sector. Thus, the ACP-EU-CDB NDRM will complement the activities of the UNISDR led project in three BMCs Antigua and Barbuda, St. Kitts and Nevis and St. Lucia, and the pilot MSSP project in Barbados and SVG. Additionally, Dominica will be considered under this TA.

⁴ The Enhanced Building Condition Assessment tool will be used for the assessment of the schools.

- (b) review, elaborate and enhance the building condition assessment element of the MSSP tool-kit and to provide training for assessors in four BMCs;
- (c) develop/enhance national socially and gender-inclusive policies on school safety, deliver training of trainers/assessors on the tools and standards for school safety, conduct hazard risk assessments in 33 public schools in the six selected BMCs; and prepare individual costed action plans for reducing or eliminating the risks identified during the school assessments; and
- (d) support project management and project visibility actions in four BMCs.

3. OUTCOME

3.01 The project is designed to enhance the capacity of six BMCs to incorporate and mainstream comprehensive risk and disaster management considerations in education sector policies, planning and operations.

3.02 The Design Monitoring Framework of the proposal is provided at Appendix 3.

4. JUSTIFICATION

4.01 The education sector in BMCs has been experiencing significant damage and losses due to the impacts of natural hazard events. A major contributing factor relates to the absence of adequate school safety policies and hazard risk data, which has restricted the development of evidenced-based action plans for reducing or eliminating hazard risks in schools.

4.02 The adoption and implementation of the MSSP is expected to have a demonstration effect on the entire education sector in beneficiary BMCs on how to reduce the risks of damage to school plant from natural hazard events; and raise school safety awareness and improve safety of all users. In particular, the project will contribute to the strengthening of the institutional capacity of the Ministries of Education (MOEs) to fulfill their supervisory and regulatory mandate. It will also provide a sound basis for developing and costing routine maintenance and school safety and greening programmes.

4.03 The replacement of the MSSP paper-based data collection tool by an electronic format will facilitate more efficient and accurate data collection and analysis. School assessments will help to mitigate the vulnerability of school infrastructure through the development of credible school specific action plans for improving school safety; and emergency preparedness and response.

4.04 The project will be implemented in BMCs that have demonstrated political commitment to advancing school safety nationally by signing the Antigua and Barbuda Declaration on School Safety in the Caribbean in April 2017. Further, the project is designed to develop the technical capacity for assessment and analysis of school safety at the national level through the training of technical personnel from key stakeholder groups such as: school administrators, Ministry of Public Works (MPW), MOE, and National Disaster Management Offices (NDMOs). CDEMA and representatives of Governments will work collaboratively on the implementation of the project. These elements will facilitate project ownership and sustainability.

4.05 Based on CDB's Performance Rating System, the project has been assessed as highly satisfactory with an overall score of 3.5. A summary of the project performance score is shown in Table 1, and Appendix 4 shows the details of the Performance Rating System.

TABLE 1: PROJECT PERFORMANCE SCORE SUMMARY

Criteria	Relevance	Effectiveness	Efficiency	Sustainability	Overall Score Highly Satisfactory
Score	4	4	3	3	3.5

4.06 Based on CDB Gender Marker, the proposed project is assessed as gender mainstreamed (GM). The gender marker summary is shown in Table 2, and the details are reported at Appendix 5.

TABLE 2: GENDER MARKER SUMMARY

Gender Marker	Analysis	Design	Score	Code
	2	1	3	GM

4.07 The proposed project is consistent with the objectives of the Sendai Framework for DRR 2015–2030, the Regional CDM Strategy and Programming Framework 2014–2024, and the ACP-EU-CDB-NDRM in CARIFORUM Countries Programme. This project is also consistent with:

- (a) CDB’s Strategic Objectives of: (i) promoting good governance and (ii) supporting inclusive growth and sustainable development in CDB’s BMCs;
- (b) CDB’s Corporate Priorities of promoting environmental sustainability (climate change resilience, environmental management, and DRM), and the cross-cutting theme of regional cooperation and integration;
- (c) CDB’s Gender Equality and Operational Strategy;
- (d) CDB’s TA Policy and Operational Strategy; and
- (e) Disaster Management Strategy and Operational Guidelines.

5. EXECUTION

5.01 The project will be executed by CDEMA through its CU. As a condition precedent to first disbursement, CDEMA will recruit a full-time PC. The PC will be responsible for coordinating the execution of all project activities, ensuring project technical supervision and the quality of deliverables. The draft Terms of Reference (TOR) for the PC is shown at Appendix.6A. The qualifications and experience of the PC and of any person subsequently engaged as PC shall be acceptable to CDB. The PC will report to the head of the Technical Programme Management Division. The CU will provide the PC with the requisite administrative and financial support.

5.02 The project will be implemented in collaboration with the MOE, the MPW or the agency responsible for school construction and maintenance, school administration and the NDMO in each country. The MOE will be the lead agency responsible for the coordination of project activities in each country and will be supported by a National Safe School Programme Committee (NSSPC). Commitment letters of the four selected BMCs are provided at Appendices 7A to 7D.

5.03 The NSSPC will have at a minimum a membership comprised of representatives of, but not limited to, the MOE, the MPW and the NDMO. It shall be a condition precedent to disbursement in each country that the NSSPC has been established prior to the commencement of the consultancy services in that country. The duties and responsibilities of the NSSPC are shown at Appendix 8.

5.04 The TA will require 340 person-days of consultancy services from the consultants whose TORs are presented at Appendices 6B to 6D. UTech will provide the services of its lecturers from the Faculty of the Built Environment to review and enhance the building condition assessment tool of the MSSP toolkit and to deliver national training courses for MSSP assessors.

5.05 The Work Implementation Schedule is shown at Appendix 9.

6. RISK ASSESSMENT AND MITIGATION

6.01 The identified risks have been classified according to their relevance to the implementation and operational phases of the project. Table 3 summarises these risks and potential mitigation measures to address them.

TABLE 3: POTENTIAL RISKS AND MITIGATION MEASURES

Type of Risk	Description of Risk	Mitigation Measure
Implementation	Lack of synchronisation of project activities with the on-going ADA funded UNISDR led project.	CDEMA will have a dedicated PC under the Technical Programme Management Division which has responsibility for coordinating the planning and implementation of activities on both projects.
Operation	Financial constraints limit the ability of schools to implement recommended priority actions.	Provision of training and action plans to project beneficiaries. CDB will work with project countries to identify resources to implement action plans.

7. COST AND FINANCING

7.01 The total cost of the project is estimated at nine hundred and seventeen thousand, two hundred and eighty-four euros (EUR917,284). The Financing Plan is summarised in Table 4 and the detailed budget is shown at Appendix 10.

TABLE 4: SUMMARY OF FINANCING PLAN

CONTRIBUTORS	EUR	%
CDB	745,938	81
CDEMA (In-kind)	171,346	19
TOTAL	917,284	100

8. FUNDING SOURCE

8.01 CDB's grant to CDEMA of an amount in the equivalent of EUR745,938 is eligible for financing from CDB SFR allocated from resources provided under the ACP-EU-CDB NDRM in the CARIFORUM Countries Programme. Funds are available within existing resources.

9. PROCUREMENT

9.01 Procurement shall be in accordance with the CDB Guidelines for Procurement (January 2006), for goods, works and non-consultancy services, and the CDB Guidelines for the Selection and Engagement of Consultants (October 2011) for consultancy services. Financing shall be provided under the ACP-EU-CDB NDRM in CARIFORUM Countries Agreement. In accordance with that agreement, eligibility shall be extended to countries which are eligible for procurement under EU-funded projects, which are not CDB member countries, in accordance with the EU Eligibility Rules set out in Appendix 11.

9.02 UTech is developing a specialised course for conducting physical assessment of schools in respect of vulnerability to flood, hurricanes, seismic and landslide risks using a standardised assessment template. In June 2017, UTech will deliver training to students who will serve as assessors to undertake the structural assessment of more than 950 primary and secondary schools in Jamaica, as part of the WB project. Therefore, given the continuation of its work from that under the related WB project and its exceptional experience and qualifications, in accordance with paragraph 3.9 of the aforementioned CDB Guidelines for the Selection and Engagement of Consultants, UTech shall be single-sourced to review and enhance the Building Condition Assessment Tool of the MSSP toolkit and to deliver national training courses for MSSP assessors. The cost of the consultancy services is estimated to be EUR67,500.

9.03 The Procurement Plan is shown at Appendix 12.

10. REPORTING

10.01 CDEMA will be required to submit to CDB, in form and substance acceptable to CDB, the reports described at Appendix 6A.

11. RECOMMENDATION

11.01 It is recommended that CDB make a grant to CDEMA of an amount not exceeding the equivalent of seven hundred and forty-five thousand, nine hundred and thirty-eight euros (EUR745,938) (the Grant), from CDB's SFR to assist CDEMA, in financing the implementation of the MSSP in six BMCs (the Project) on CDB's standard terms and conditions, and on the following terms and conditions:

(1) Disbursement:

Except as CDB may otherwise agree, and subject to sub-paragraph (b) below, payment of the Grant shall be made as follows:

(a) an amount not exceeding the equivalent of seventy-eight thousand euros (EUR78,000) of the Grant shall be paid as an advance (the Advance) on account of expenditures in respect of the Grant, following receipt by CDB of:

(i) a request in writing from CDEMA for such funds; and

- (ii) evidence acceptable to CDB, that the condition precedent to first disbursement of the Grant set out in sub-paragraph (3) below has been satisfied; and
- (b) the balance of the Grant shall be paid periodically, by way of further advances (each, a subsequent advance), on account of expenditures in respect of the Project, following receipt by CDB of an account and documentation satisfactory to CDB with respect to each preceding advance, provided however, that CDB shall not be under any obligation to make:
 - (i) the first such subsequent advance until CDB shall have received an account and documentation satisfactory to CDB, in support of expenditures incurred by CDEMA with respect to the Advance;
 - (ii) any subsequent advance until CDB shall have received the requisite number of copies of the reports, in form and substance acceptable to CDB, to be furnished for the time being by CDEMA and the PC, in accordance with the TOR set out at Appendix 6A; and
 - (iii) payments exceeding six hundred and seventy-one thousand, three hundred and forty-four euros (EUR671,344), representing ninety percent (90%) of the Grant until CDB shall have received the requisite number of copies of the final report in form and substance acceptable to CDB, required to be furnished by CDEMA and the PC in accordance with the TOR set out at Appendices 6A to 6D and a certified statement of the expenditures incurred in respect of, and in connection with, the Project.

(2) **Period of Disbursement:**

The first payment of the Grant shall be made by August 1, 2017, and the Grant shall be fully disbursed by June 30, 2019, or such later dates as CDB may specify in writing.

(3) **Condition Precedent to First Disbursement of the Grant:**

The PC referred to in sub-paragraph (6)(a)(i)(aa) below shall have been engaged.

(4) **Condition Precedent to Commencement of the Consultancy Services in each BMC:**

The NSSPC referred to in sub-paragraph (6)(a)(ii) shall have been established.

(5) **Procurement:**

- (a) Except as provided in sub-paragraph (b) below, procurement shall be in accordance with the procedures set out and/or referred to in the Grant Agreement between CDB and CDEMA or such other procedures as CDB may from time to time specify in writing. The Procurement Plan approved by CDB is set out at Appendix 12. Any revisions to the Procurement Plan shall require CDB's prior approval in writing.
- (b) In order to comply with the requirements of the ACP-EU-CDB NDRM in CARIFORUM Countries Programme Contribution Agreement, country eligibility

shall be extended to countries which are eligible for procurement under EU-funded projects, which are not CDB Member Countries.

(6) **Other Conditions:**

(a) CDEMA shall:

(i) in accordance with the procurement procedures applicable to the Grant:

(aa) select and engage a PC with qualifications and experience acceptable to CDB, who shall be responsible for coordinating the implementation of the Project, including the carrying out of the functions described in the TOR set out at Appendix 6A. The qualifications and experience of any person subsequently appointed as PC shall be acceptable to CDB; and

(bb) select and engage consultants to carry out the services set out in the TOR at Appendices 6B to 6D;

(ii) ensure that each BMC has established a NSSPC, with the composition set out in Appendix 8, or such other composition as may be acceptable to CDB, to perform the functions set out in Appendix 8;

(iii) in all relevant workshops, publications, correspondence, advertisements and promotions associated with the Grant, openly acknowledge the financial support from the EU through the ACP-EU-CDB NDRM in CARIFORUM Countries Programme and CDB's contribution to the Project, and display the EU, ACP and CDB's logos;

(iv) permit CDB to retain copies, and make use, of all digital media, including text, audio, video, and graphics compiled or prepared in carrying out the Project; and

(v) submit to CDB, in form and substance acceptable to CDB, the reports set out in Appendices 6A to 6D to this Paper within the periods stipulated therein.

(b) Except as CDB may otherwise agree, CDEMA shall:

(i) meet, or cause to be met:

(aa) the cost of the items designated for financing by CDEMA in the Budget;

(bb) any amount by which the cost of the Grant exceeds the estimated costs set out in the Budget; and

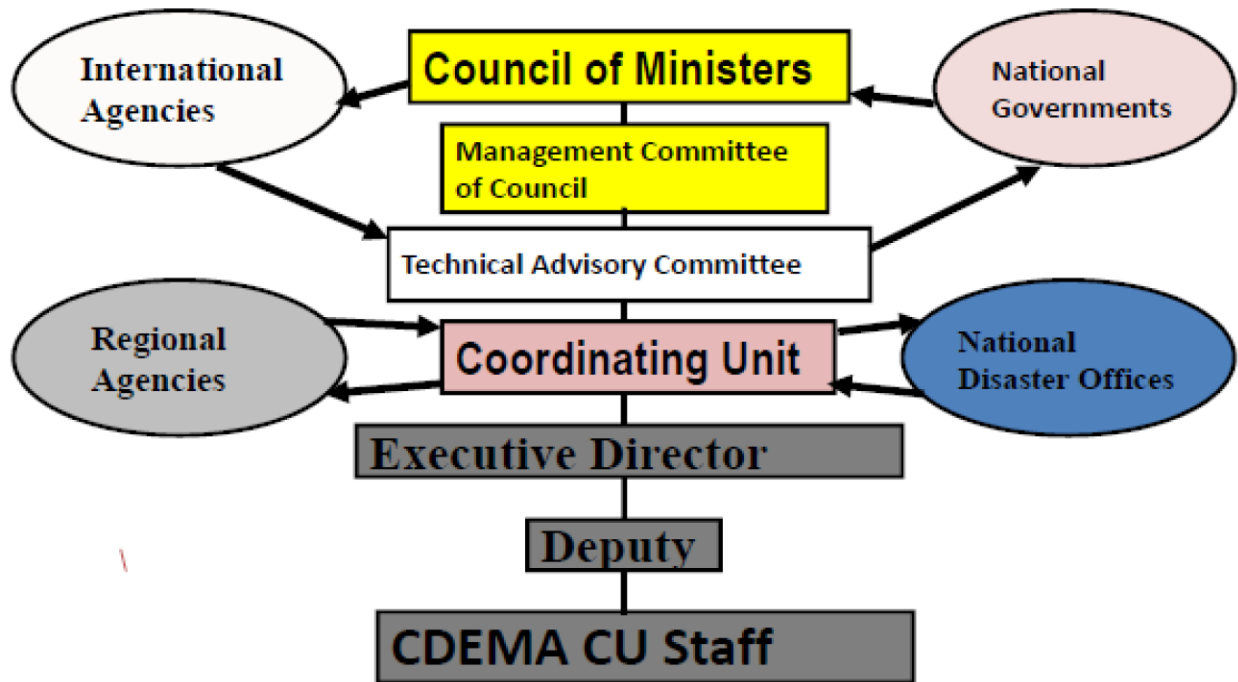
(cc) the cost of any other items needed for the purpose of, or in connection with, the Grant; and

- (ii) provide all other inputs required for the punctual and efficient carrying out of the Grant not being financed by CDB.
- (c) CDB shall be entitled to suspend, cancel or require a refund of the Grant, or any part thereof, if there shall have been a failure by the donors, to provide the whole or any part of their contribution, except that CDEMA shall not be required to refund any amount of the Grant already expended by CDEMA in connection with the Grant and not recoverable by it.

SUPPORTING DOCUMENTATION

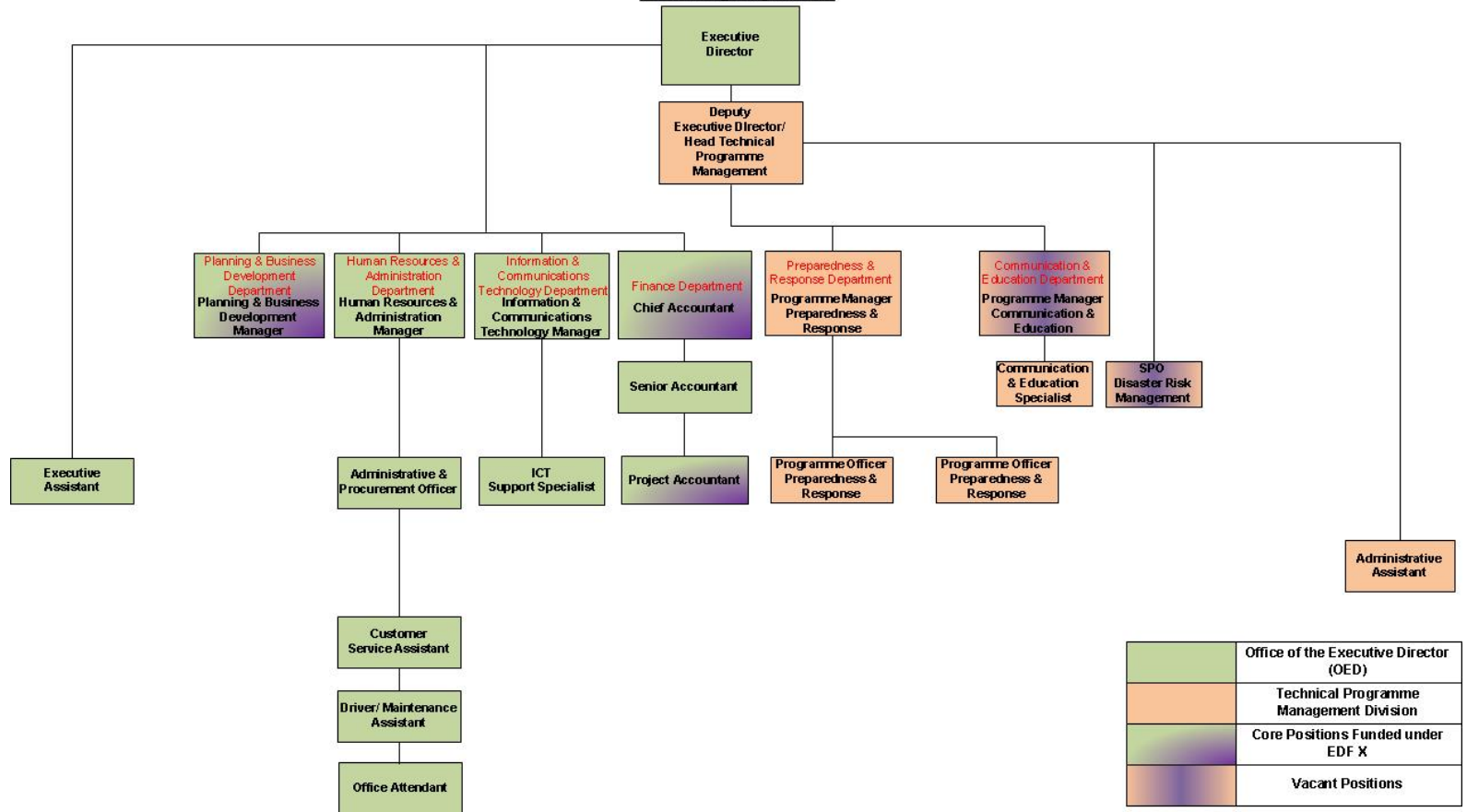
Appendix 1A	Governance Structure of Caribbean Disaster Emergency Management Agency
Appendix 1B	CDEMA Organisational Chart
Appendix 2	Summary of CDEMA-CDB MSSP and ADA-Funded Project Components and Scope
Appendix 3	Design Monitoring Framework
Appendix 4	Performance Rating System
Appendix 5	Gender Marker Analysis
Appendix 6A	TOR - Project Coordinator
Appendix 6B	TOR - Consultancy to Review, Elaborate and Enhance the Building Condition Assessment Element of the MSSP Tool-Kit and Train Assessors in Six BMCs
Appendix 6C	TOR - Consultancy to Convert the MSSP Paper-Based Data Collection and Analysis Tool into an Electronic Format
Appendix 6D	Consultancy to Develop National Safe School Policies, Assess School Vulnerability to Hazards and Develop School Costed Action Plans in Six BMCs
Appendix 7A	Commitment letter of Dominica
Appendix 7B	Commitment letter of Antigua and Barbuda
Appendix 7C	Commitment letter of St. Christopher and Nevis
Appendix 7D	Commitment letter of Saint Lucia
Appendix 8	NSSPC Duties and Responsibilities
Appendix 9	Work Implementation Schedule
Appendix 10	Budget
Appendix 11	EU Eligibility Rules
Appendix 12	Procurement Plan

GOVERNANCE STRUCTURE OF CARIBBEAN DISASTER
EMERGENCY MANAGEMENT AGENCY



CDEMA ORGANISATIONAL CHART

PROPOSED REVISED CDEMA ORGANISATION CHART @ Sep. 2016



APPENDIX 2

**SUMMARY OF CARIBBEAN DISASTER EMERGENCY MANAGEMENT AGENCY-
CARIBBEAN DEVELOPMENT BANK MODEL SAFE SCHOOL PROGRAMME AND
AUSTRIAN DEVELOPMENT AGENCY-FUNDED PROJECT COMPONENTS AND SCOPE**

Project Component	Countries	CDEMA-CDB MSSP Project	ADA-Funded UNISDR Led Project
Development/Enhancement National School Safety Policy	Antigua and Barbuda	1	-
	Dominica	1	-
	St. Kitts and Nevis	1	-
	St. Lucia	1	-
Enhancement of MSSP Building Condition Assessment Tool	-	1	-
Development of a Training Module on School Assessment	-	-	1
Design of an Electronic Tool for Collection, Analysis and Reporting of Risk Data	-	1	-
National School Safety Pool of Assessors (15 persons)	Antigua and Barbuda	-	1
	Dominica	1	-
	St. Kitts and Nevis	-	1
	St. Lucia	-	1
In-Country Training of Trainers/Assessors (15 persons/per training)	Antigua and Barbuda	-	1
	Dominica	1	-
	St. Kitts and Nevis	-	1
	St. Lucia	-	1
In-Country Training on the Use of the Electronic Tool (15 persons/per training)	Antigua and Barbuda	1	-
	Barbados	1	-
	Dominica	1	-
	St. Kitts and Nevis	1	-
	St. Lucia	1	-
	St. Vincent and the Grenadines	1	-
School Hazard Risk Assessments (# of schools)	Antigua and Barbuda	7	3
	Barbados	1	-
	Dominica	10	-
	St. Kitts and Nevis	7	3
	St. Lucia	7	3
	St. Vincent and the Grenadines	1	-
Preparation of Costed School Safety Action Plans (1 plan/per school)	Antigua and Barbuda	7	3
	Barbados	1	-
	Dominica	10	-
	St. Kitts and Nevis	7	3
	St. Lucia	7	3
	St. Vincent and the Grenadines	1	-

DESIGN MONITORING FRAMEWORK

DESIGN SUMMARY	PERFORMANCE TARGETS/ INDICATORS	DATA SOURCES/MEANS OF VERIFICATION	ASSUMPTIONS
Impact: Enhanced resilience of the education sector to the impacts of disasters in BMCs.			
Outcome: Enhanced capacity of six BMCs to incorporate and mainstream comprehensive risk and disaster management considerations in education sector policies, planning and operations.	(a) 33 schools within BMCs have school safety plans in place and begin their implementation by May 2019. (Baseline: 0; May 2017) (b) 90% of trainees in BMCs (disaggregated by sex) report increased confidence in their ability to utilise information and to apply their acquired skills to develop DRR and comprehensive school safety measures in the education sector by May 2019. (Baseline: n/a; May 2017)	(a) Survey conducted by the PC to determine skills acquired and changes in attitudes and behaviours; (b) Project Monitoring Reports; and (c) CDB supervision reports.	Schools dedicate the requisite financial resources to implement school safety plans.
Outputs: NSSP developed in selected BMCs.	(a) NSSP committees established in 4 BMCs by September 2017; (b) Stakeholder consultations on the development/refinement of a NSSP and programme conducted by July 2018 in 4 BMCs; and (c) Four gender sensitive NSSP developed and/or enhanced for 4 BMCs by August 2018.	(a) Project progress reports; and (b) CDB supervision reports.	Stakeholders actively participate in consultations and interventions.
Safety assessments using MSSP standards completed and gender sensitive action plans developed.	(a) 33 schools within BMCs assessed using the MSSP standard by January 2019; and (b) Gender sensitive action plans to address gaps identified by the safety assessments developed by January 2019.		
Data collection system for the MSSP and tools for assessing site and structural risk improved.	(a) Physical Assessment Tool updated by March 2018. (b) Electronic tools for data collation, analysis and reporting designed and tested and launched by March 2018.		
National school safety assessors and trainers established and/or trained to support national school safety programme.	90 national level assessors and trainers (disaggregated by sex) trained in the use of electronic data gathering, analysis and reporting by June 2018.		

Items/ Activities/Inputs	EUR		
	CDB	CDEMA	TOTAL
Policy Development	89,423	0	89,423
Enhancement of MSSP Building Condition Assessment Tool	138,606	0	138,606
Application Development	43,269	0	43,269
Assessment, Training and Action Plans	250,289	0	250,289
Visibility Actions	28,846	0	28,846
Implementation Support	127,692	155,769	283,461
Sub-Total	678,125	155,769	833,894
Contingency (10%)	67,813	15,577	83,389
Total Project Cost	745,938	171,346	917,284

PERFORMANCE RATING SYSTEM

Criteria	Score	Justification
Relevance	4	The proposed project is consistent with the objectives of the Sendai Framework for DRR 2015–2030, the Regional CDM Strategy and Programming Framework 2014–2024, and the ACP-EU-CDB-NDRM in CARIFORUM Countries Programme. This project is also consistent with CDB’s Strategic Objectives of promoting good governance and supporting inclusive growth and sustainable development in CDB’s BMCs, as well as CDB’s Corporate Priorities of promoting environmental sustainability (climate change resilience, environmental management, and DRM), and the cross-cutting theme of regional cooperation and integration; CDB’s Gender Equality and Operational Strategy; CDB’s TA Policy and Operational Strategy, and CDB’s Disaster Management Strategy and Operational Guidelines.
Effectiveness	4	Development of national policies on school safety and useful assessment tools and, building institutional capacity for assessing risks in schools are critical to assist BMCs with planning and taking adequate actions for creating safer and greener educational institutions. Mitigation measures are considered to address potential risks during project implementation and operation. The expected outcomes are likely to be achieved and to contribute to the achievements of the ACP-EU-CDB NDRM in CARIFORUM Countries Programme.
Efficiency	3	The project uses a sound approach and institutional arrangement to ensure that the outputs are efficiently delivered through the implementation of the activities as planned. A competitive process will be used for the procurement of services to ensure reasonable project implementation costs.
Sustainability	3	This project will contribute to the development of technical capacity for assessment and analysis of school safety at national level. It will also explore partnership with key regional institutions involved in similar initiatives. The project is designed to build synergy and facilitate ownership by key stakeholders and, consequently, enable the adoption and implementation of the MSSP within the BMCs.
Overall Score	3.5	Highly Satisfactory

GENDER MARKER

Project Cycle Stage	Criteria	Score
Analysis: Background	Sex-disaggregated data included in the background analysis, and/or baselines and indicators, or collection of sex-disaggregated data required in TOR. Socioeconomic analysis considers socioeconomic conditions or traditional role models that lead to disadvantages for males and females in participation in project activities or in the distribution of benefits.	1 1
Design: Project Proposal/ Definition/ Objective	TA interventions are designed, or will be identified as part of the project, that address gender disparities or enhance gender capacities. Project objective/outcome includes the enhancement of gender capacities, gender data collection, gender equality or the design of gender-responsive policies or guidelines	0 1
Score:		3
Scoring Code		
Gender Specific (GS) or Gender Mainstreamed (GM): 3- 4 points Marginally Mainstreamed (MM): if 2 points. NO: if projects score 0-1, if NO give justification why or indicate Not Applicable		

IMPLEMENTATION OF THE MODEL SAFE SCHOOL PROGRAMME IN THE CARIBBEAN

DRAFT TERMS OF REFERENCE
PROJECT COORDINATOR

1. BACKGROUND

1.01 The Caribbean is one of the most disaster prone regions in the world due to its high vulnerability to multiple natural hazards such as hurricanes, floods, earthquakes, tsunamis, landslides and volcanic eruptions. This vulnerability is exacerbated by underlying socio-economic factors such as high levels of poverty and inequality, unplanned urban settlements and weakened infrastructure. The most recent projections in climate research anticipate a significant increase in the frequency and intensity of climate related natural hazard risks, such as hurricanes and extreme weather events.

1.02 The education sector in the Borrowing Member Countries (BMCs) of the Caribbean Development Bank (CDB) is one of the most vulnerable sectors to the impacts of natural hazards. Several factors contribute to vulnerability of the physical infrastructure including: location of the school plant in vulnerable locations such as flood-prone areas or on unstable slopes, the inadequate maintenance of buildings, and a general absence of education sector policies and plans which explicitly address vulnerability risk reduction of the school plant. Over the last two decades, natural hazards have inflicted severe damage and losses to the education sector. For example, in 2004 Hurricane Ivan damaged 73 of 75 public schools in Grenada, resulting in delayed access to education services for more than 30,000 children. The January 12, 2010 earthquake in Haiti destroyed 4,000 schools, due largely to the absence of earthquake-resistant architecture. Ensuring school safety has therefore emerged as a key public policy issue for governments, given the critical role that the education sector plays in achieving the wider development objective of inclusive economic growth and social development. Moreover, many schools serve as emergency shelters as well as spaces for community activities.

1.03 At the international level, the challenge of operationalising the concept of safe schools has been recognised as a priority and has been incorporated in the Sendai Framework for Disaster Risk Reduction¹ (DRR) 2015–2030. The strategy places emphasis on integrating school safety in national DRR plans and strategies by 2020. A key mechanism for driving the strategy has been the establishment of a thematic working group that promotes initiatives to (i) build knowledge and awareness of hazard risks in the school curriculum and (ii) strengthen disaster-resilient public and private investments through structural, non-structural and functional disaster risk prevention and reduction measures in critical facilities, particularly schools and hospitals. As a complement to the Sendai Framework, the United Nations Office for DRR (UNISDR) coordinates a Worldwide Initiative for Safe Schools (WISS), a government-led global partnership for advancing safe schools. WISS was developed in collaboration with the Global Alliance on DRR Education and Resilience in the Education Sector (GADRRRES). GADRRRES comprises a range of UN bodies, international non-governmental organisations, and selected regional partners working on DRR education and knowledge issues. Implementation of WISS at the national level, is based on three core pillars for a safe school: Safe Learning Facilities (disaster-resilient infrastructure), School Disaster Management, and DRR and Resilience Education.

1.04 The Caribbean Disaster Emergency Management Agency (CDEMA) is responsible for the coordination of disaster risk management (DRM) in the Caribbean Community (CARICOM). It has 18 Participating States (PS), all of which are BMCs of CDB. CDEMA has a three-tiered governance structure:

¹ This is the flagship international document of the UNISDR.

the Council of Ministers, the Technical Advisory Committee and the Coordinating Unit. The Comprehensive Disaster Management (CDM) Strategy 2014–2024 coordinated by CDEMA provides the framework to build a safer, more resilient Caribbean through strengthening institutional arrangements, increasing and sustaining knowledge management and learning, improving effectiveness of CDM at sectoral levels, and building and sustaining capacity for a culture of safety and community resilience.

1.05 The CDM Strategy 2014-2024 coordinated by CDEMA provides the regional framework for building a safer, more resilient Caribbean through strengthening institutional arrangements, increasing and sustaining knowledge management and learning, improving effectiveness of CDM at sectoral levels, and building and sustaining capacity for a culture of safety and community resilience. Under the CDM, CDEMA has identified the education sector as a priority for advancing DRM in the region. At the sub-regional level, strengthening DRR and management measures, is reflected in one of the cross-cutting themes of the CDB-funded Organisation of Eastern Caribbean States (OECS) Education Sector Strategy (2012-2021). In keeping with the priority for building resilience in the education sector, CDEMA has developed the Model Safe School Programme (MSSP) toolkit, to assist its PS to create safer and greener educational facilities. The MSSP tool-kit covers pre-primary to post-secondary institutions in the private and public sectors and was endorsed by the CDEMA Council of Ministers in 2015. It provides guidance for the development of a National Safe School Policy and tools for assessing the level of safety and greenness of schools. The school assessment tools provide the basis for identifying deficiencies and making recommendations for the development and implementation of safety action plans, to bring schools into compliance with established standards for safety and greenness as outlined in the policy.

1.06 The MSSP was piloted in four schools in three BMCs during 2014 –2015: Anguilla (two schools), Barbados and St. Vincent and the Grenadines. Activities included the structural/physical assessments and the development of safety action plans for each pilot school. Based on the assessment, areas for action were identified and work was undertaken to improve the level of safety of these schools. This included enhancement of evacuation routes and warning systems for evacuation. However, insufficient funding limited the full implementation of priority activities identified in the action plans. Nonetheless, the assessments provided the Ministries of Education with data to inform future decisions about maintenance, retrofitting; and disaster preparedness and response actions. The assessments also revealed that stakeholder engagement and involvement are critical to secure “buy-in”, reduce delays in project implementation, to support participatory assessments and facilitate the implementation of the action plans.

1.07 As part of its continuing efforts to build resilience in the education sector, CDEMA in collaboration with UNISDR, OECS and other regional partners have joined forces to implement the Caribbean Safe School Initiative (CSSI). The CSSI provides the framework under which the Caribbean will implement WISS, with funding from the Austrian Development Agency. A UNISDR led project “Strengthening Regional DRR Strategies and Capacities for Resilience in the Caribbean” commenced in 2016 and has supported a range of promotional activities, including a Caribbean Safe School Ministerial Forum. In April 2017, as part of this initiative, authorities from 12 Ministries of Education, including ten BMCs, signed the Antigua and Barbuda Declaration on School Safety in the Caribbean² and drafted a Regional Roadmap for School Safety. The Declaration embraces the MSSP as a recognised approach to reducing a range of risks including natural hazards in the education sector. As a key implementing partner of the UNISDR led project, CDEMA will apply the MSSP approach and coordinate vulnerability assessments in 18 schools in 6 BMCs; Antigua and Barbuda, Guyana, Montserrat, St. Kitts and Nevis, St. Lucia, and Turks and Caicos Islands.

² <http://eird.org/americas/safe-school-forum/docs/declaration.pdf>

1.08 In April, 2016 the World Bank (WB) launched, a safe schools project in Jamaica titled “Developing Disaster Risk Management Strategy in Jamaica’s Education Sector”. Under the project, structural assessments of 950 primary and secondary schools will be undertaken beginning June 2017. In collaboration with the University of Technology’s, Faculty of the Built Environment, (School of Building and Land Management), a specialised course is being developed for conducting physical assessment of schools in respect of vulnerability to flood, hurricanes, seismic and landslide risks using a standardised assessment template. Students from the Faculty will be trained to conduct physical assessment of schools and will also serve as assessors under the WB project.

1.09 In furtherance of the objectives of the Antigua and Barbuda Declaration on School Safety in the Caribbean, CDEMA has requested support from CDB for a Technical Assistance grant to:

- (a) convert the paper-based MSSP tool-kit to an electronic format that will allow for data collection, storage, analysis and reporting of risk data;
- (b) elaborate and enhance the building condition assessment element of the MSSP tool-kit;
- (c) “scale up” the adoption of the the MSSP toolkit with implementation of MSSP activities in six BMCs: Antigua and Barbuda, Barbados, Dominica, St. Kitts and Nevis; St. Lucia; and St. Vincent and the Grenadines; and
- (e) assess schools in Barbados and SVG using the enhanced Building Condition assessment Tool ³ which were completed under the original CDEMA pilot project.

1.10 The proposed TA has been designed to advance the school safety agenda by building on existing initiatives in BMCs.

2. OBJECTIVES

2.01 The primary responsibility of the Project Coordinator (PC) is to give technical and administrative oversight for the project to ensure that project objectives are achieved.

3. SCOPE OF WORK

3.01 The PC will be directly responsible for coordinating the execution of all project activities and ensuring project technical supervision and quality of deliverables.

3.02 Specific duties and responsibilities of the PC will include, but not be limited to:

- (a) preparing project implementation reports and reviewing other technical documents related to the project;
- (b) updating the Procurement Plan as necessary and at least annually;
- (c) managing the selection and engagement of consultants and contractors, and the procurement of materials, goods and services;

³ The Enhanced Building Condition Assessment Tool will be used for the assessment of the schools.

- (d) monitoring the execution of deliverables by the Consultant(s) and proposing contract amendments where necessary;
- (e) ensuring timely and quality deliverables;
- (f) collecting data on the performance indicators in the design monitoring framework (DMF);
- (g) liaising with CDB Project Management Unit on all technical, administrative and financial aspects of the project;
- (h) coordinating production of various communication and visibility materials, as required;
- (i) preparing and submitting progress reports to CDB; and
- (j) executing any other tasks as assigned by CDEMA to facilitate the successful completion of the project.

4. QUALIFICATIONS AND EXPERIENCE

4.01 The PC must have recognised credentials (Master's degree or Project Management Professional) in Project Management or related field, and at least five years demonstrated experience in a disaster management agency or similar organisation.

4.02 The PC shall also possess:

- (a) project management certification or demonstrated experience in project management;
- (b) related work experience in the Caribbean region, particularly in implementing multi-stakeholder regional projects;
- (c) good understanding of the environmental challenges in the Small Islands Developing States;
- (d) strong communication skills and ability to manage stakeholder interests; and
- (e) a good command of the English language and the ability to clearly express ideas in writing.

5. REPORTING REQUIREMENTS AND DELIVERABLES

5.01. The PC will be required to provide the following reports and deliverables to CDB:

- (a) an Inception Report within two weeks of the signing of the Grant Agreement and a revised implementation schedule, including a detailed plan for data gathering, data analysis, and validation workshops;
- (b) a quarterly Progress Reports including data on the performance indicators in the DMF for the duration of the assignment; and
- (c) the Final Report within one month following the submission of the last quarterly Progress Report.

6. DURATION

6.01. The duration of this assignment is 24 months.

IMPLEMENTATION OF THE MODEL SAFE SCHOOL PROGRAMME IN THE CARIBBEAN

DRAFT TERMS OF REFERENCE

**CONSULTANCY TO REVIEW, ELABORATE AND ENHANCE THE BUILDING
CONDITION ASSESSMENT ELEMENT OF THE MODEL SAFE SCHOOL
PROGRAMME TOOL-KIT AND TRAIN ASSESSORS IN SIX BORROWING MEMBER
COUNTRIES**

1. OBJECTIVES

1.01 The primary objective of this consultancy is to review, elaborate and enhance the Model Safe School Programme (MSSP) Building Condition Assessment and provide training to assessors.

2. SCOPE OF WORK

2.01 The scope of services is understood to cover all activities necessary to accomplish the objectives, whether or not a specific activity is cited in these Terms of Reference (TOR). The draft TOR will be finalised based on discussions between Caribbean Disaster Emergency Management Agency (CDEMA) and the Consultant. The Consultant will work in collaboration with CDEMA, representatives of governments in Antigua and Barbuda, Barbados, Dominica, Saint. Kitts and Nevis, Saint Lucia and St Vincent and the Grenadines and other key relevant in-country stakeholders. In the fulfilment of the tasks specified below, the Consultant shall ensure that criteria for gender and social inclusiveness are considered and that the needs of vulnerable population groups are sufficiently taken into account. A participatory and consultative approach is encouraged in carrying out the services.

2.02 Specific duties and responsibilities of the Consultant include:

- (a) reviewing of the MSSP Building Condition Assessment Tool Designing;
- (b) elaborating an enhanced Physical Assessment Tool for the MSSP that integrates the priority hazards affecting the school plants in the analysis of disaster risk. Particular considerations should be given for recommendations to retrofit schools that have been designated as shelters; and
- (c) delivering in-country training workshops on structural assessment in four Borrowing Member Countries.

3. QUALIFICATIONS AND EXPERIENCE

3.01 The Consultant is required to have recognised credentials (Master's degree and ten years' experience, or Bachelor's degree and 15 years' experience) in Computer Science, Information Technology, Computer Information Systems, Computer Application, Structural Engineering or related fields.

3.02 The Consultant shall also possess demonstrated experience in developing standardised template programme into electronic tablets to collect vulnerability data of school facilities, and preparing training curriculum and delivering training of trainers/assessors on structural assessment. Experience in developing applications for use in the Caribbean context would be an asset.

4. REPORTING REQUIREMENTS AND DELIVERABLES

4.01 The Consultant will be required to provide the following reports and deliverables to CDEMA, which will provide them to CDB:

- (a) an Inception Report detailing the work schedule and methodology within two weeks of the signing of the contract;
- (b) a first Draft Recommendations for Enhanced Tool and Process within four weeks of the submission of the Inception Report;
- (c) a final Draft Recommendations for Enhanced Tool and Process within one week of receipt of comments on the first Draft; and
- (d) an in-Country Training Report within one week the delivery of each training.

5. DURATION

5.01 This assignment will require a level of effort of 52 days over a period of 5 months.

IMPLEMENTATION OF THE MODEL SAFE SCHOOL PROGRAMME IN THE CARIBBEAN

DRAFT TERMS OF REFERENCE

CONSULTANCY TO CONVERT THE MODEL SAFE SCHOOL PROGRAMME PAPER-BASED DATA COLLECTION AND ANALYSIS TOOL INTO AN ELECTRONIC FORMAT

1. OBJECTIVES

1.01 The primary objective of this consultancy is to convert the paper-based data collection and analysis tool of the Model Safe School Programme into an electronic format.

2. SCOPE OF WORK

2.01 The scope of services is understood to cover all activities necessary to accomplish the objectives, whether or not a specific activity is cited in these Terms of Reference (TOR). The draft TOR will be finalised based on discussions between the Caribbean Disaster Emergency Management Agency (CDEMA) and the Consultant. The Consultant will work in collaboration with CDEMA, representatives of governments in Antigua and Barbuda, Dominica, St. Kitts and Nevis, and St. Lucia, and other key relevant in-country stakeholders. In the fulfilment of the tasks specified below, the Consultant shall ensure that criteria for gender and social inclusiveness are considered and that the needs of vulnerable population groups are sufficiently taken into account. A participatory and consultative approach is encouraged in carrying out the services.

2.02 Specific duties and responsibilities of the Consultant include:

- (a) converting the paper-based data collection and analysis of the MSSP into a suitable and user-friendly electronic format; and
- (b) testing and finalising the electronic tool and providing adequate training to the team of risk assessors on the use of the tools in Antigua and Barbuda, Dominica, St. Kitts and Nevis, and St. Lucia.

3. QUALIFICATIONS AND EXPERIENCE

3.01 The Consultant is required to have recognised credentials (Master's degree and five years' experience, or Bachelor's degree and seven years' experience) in Computer Science, Information Technology, Computer Information Systems, Computer Application or related fields.

3.02 The Consultant shall also possess demonstrated experience in developing applications for variety of platform including Android and iOS. Specific experience in developing applications in disaster risk management-related areas would be a distinct asset. Experience in developing applications for use in the Caribbean context would be an asset.

4. REPORTING REQUIREMENTS AND DELIVERABLES

4.01 The Consultant will be required to provide the following reports and deliverables to CDEMA, which will provide them to CDB:

- (a) an electronic interface for risk data entry, analysis and reporting;
- (b) training on the use of the interface for the risk assessment team in Antigua and Barbuda, Dominica, St. Kitts and Nevis, and St. Lucia; and
- (c) a technical report on the application including a guideline for its use and maintenance.

5. DURATION

5.01 This assignment will require a level of effort of 28 days over a period of 5 months.

IMPLEMENTATION OF THE MODEL SAFE SCHOOL PROGRAMME IN THE CARIBBEAN

DRAFT TERMS OF REFERENCE
CONSULTANCY TO DEVELOP NATIONAL SAFE SCHOOL POLICIES, ASSESS SCHOOL
VULNERABILITY TO HAZARDS AND DEVELOP SCHOOL COSTED ACTION PLANS IN
SIX BORROWING MEMBER COUNTRIES

1. OBJECTIVES

1.01 The primary objective of this consultancy is to support the roll out of the Model Safe Schools Programme in (MSSP) in four Borrowing Member Countries of Caribbean Development Bank (CDB).

2. SCOPE OF WORK

2.01 The scope of services is understood to cover all activities necessary to accomplish the objectives, whether or not a specific activity is cited in these Terms of Reference (TOR). The draft TOR will be finalised based on discussions between Caribbean Disaster Emergency Management Agency (CDEMA) and the Consulting Firm (CF). A participatory and consultative approach is encouraged in carrying out the services. The CF will work in collaboration with CDEMA, representatives of governments in Antigua and Barbuda, Barbados, Dominica, Saint Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines, and other key relevant in-country stakeholders. In the fulfilment of the tasks specified below, the CF shall ensure that criteria for gender and social inclusiveness are considered and that the needs of vulnerable population groups are sufficiently taken into account.

2.02 Specific duties and responsibilities of the CF include, but not limited to:

- (a) developing and/or enhancing the National School Safety Policies and Programmes in Antigua and Barbuda, Barbados, Dominica, Saint Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines;
- (b) conducting in-country training of trainers/assessors;
- (c) conducting gender inclusive, participatory hazard risk assessments in 31 public schools (Dominica: 10 schools, and 7 schools in each of the 3 other countries) using the MSSP standard; and
- (d) developing individual costed action plans for the 31 schools to address gaps identified by the safety assessments. Particular considerations should be given for recommendations to retrofit schools that have been designated as shelters. Considerations shall also be given to potential training in anger and aggression management and sexual harassment¹ in case the school serves as a shelter.

¹ These issues are identified to occur in shelters after disasters have happened due to increased stress and other factors.

3 INPUTS

3.01 The services of the CF will be required over an 18-month period to undertake the various activities outlined at Section 3 of the TOR. The CF will provide the personnel, equipment and software required to carry out the assignment and be responsible for obtaining all additional information for the execution of the services necessary for the Project.

4. REPORTING REQUIREMENTS

4.01 The CF shall provide the following documents and reports to CDEMA and each National Safe School Programme Committee (NSSPC) as three hard copies and electronically in pdf format or as otherwise requested. CDEMA will provide documents and reports to CDB.

General

- (a) Project Inception Report: An Inception Report shall be presented four weeks after the signing of the contract, and will include, but not limited to: initial findings; firm's detailed work schedule and methodology; and lists of documents received, information requested and persons consulted and to be consulted. Its presentation should be by country and then by component i.e. Policy, Assessment and Public Education. The work schedule(s) should be prepared and presented using Microsoft Project or in a compatible format.
- (b) Monthly Progress Report: A Monthly Progress Report shall be submitted within one week of the end of a calendar month commencing the first full month after the Inception Report is submitted. It shall concisely summarise activities and progress for the previous month. The problems encountered and/or anticipated, together with steps taken or recommendations for their correction/mitigation along with possibilities/suggestions for enhancing outcomes should also be captured. The report should also indicate the work to be performed during the coming month, and projections for the completion date.
- (c) Final Project Report: within four weeks of submission of the final deliverable of the consultancy. The Final Project Report should inter-alia compare the outputs of the project in the four Borrowing Member Countries and emphasise the lessons learnt during implementation. The Final Project Report shall be issued to CDEMA.

National Safe Schools Policy Development/Enhancement

The CF will be required to submit the following reports for each BMC:

- (a) First Draft Policy and Proposed Stakeholder Consultation List: Within four weeks of meeting with the NSSPC in each country, the First Draft Policy shall be submitted. Those meetings are expected to be held within six weeks of contract signing.
- (b) Second Draft Policy and Workshop Invitation: within four weeks of receipt of comments on the First Draft Policy and Proposed Stakeholder Consultation List, the Second Draft Policy shall be issued to CDEMA, NSSPC and other stakeholders for discussion at a stakeholder workshop. The Second Draft Final Policy shall be issued with a workshop invitation and agenda. The stakeholder workshop shall be held within four weeks thereafter.

- (c) Third Draft Policy and Workshop Report: within four weeks of the workshop, the Third Draft Policy shall be submitted to CDEMA and NSSPC. The Third Draft Policy shall incorporate the findings and proposals arising out of the stakeholder workshop. The Workshop Report shall present those findings and proposals in their entirety and include lists of invitees, attendees and any non-attendant bodies/persons who made submissions.
- (d) Fourth Draft Policy: Within two weeks of receipt of comments on the Third Draft Policy and Workshop Report, the Draft Policy shall be submitted to the NSSPC and CDEMA incorporating those comments.
- (e) Draft Policy: Within two weeks of receipt of comments on the Fourth Draft Policy, the Draft Policy shall be submitted incorporating those comments.

Assessments, Training and Development of Action Plans

The CF will require the following report for each BMC:

- (a) Assessment Reports: Within six weeks of meeting with the NSSPC in each country, the Assessment Reports for the selected institutions should be submitted to NSSPC and CDEMA. The assessment report should also give details on the training conducted for the cadre of assessors in Dominica.
- (b) Costed Action Plans: Within four weeks of submission of the Assessment Reports, the Costed Action Plans for the selected institutions should be submitted to NSSPC and CDEMA. The plans should include a topographic plan of each institution and be presented in a manner that as specific contract packages could be identified e.g. training in First aid, supply and installation of safety equipment.

4.02 All reports shall be prepared in English and another official language for non-English speaking countries. CDEMA will provide comments on the reports within four weeks of receipt and the Firm will adjust the ongoing work according to the comments received.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The CF shall have an expertise in Disaster Risk Management (DRM), Environmental Management, the assessment of gender sensitive community and climate change issues including proven experience in conducting institutional risk and safety assessments in the Caribbean. The CF must have experience in applying participatory and consultative approach to gather information from multi-stakeholders, conducting research and preparing appropriate findings and conclusions. The team should consist of professionals with the following key personnel:

- (a) Policy Development Specialist: (i) Post-graduate qualifications in policy development for the education sector, strategic planning or related field; (ii) demonstrate at least five years' experience in policy development; (iii) experience in developing policy in education would be a distinct asset; (iv) experience in DRM would be an asset; and (v) experience in developing education policy in the Caribbean would be an asset.
- (b) Building Construction Specialist: (i) Recognised credentials (Bachelor's degree in English, Master's degree in English preferred) in structural engineering and/or architecture or related field; (ii) demonstrate knowledge and experience in green design, and in conducting building assessment and structural analysis, and carrying out field review during new

and/or rehabilitation construction work, conducting, (iii) experience in the engagement of stakeholders in community based vulnerability assessment; (iv) experience in applying the MSSP would be a distinct asset; (v) experience in DRM would be an asset; (vi) experience in developing and delivering training would be an asset; and (vii) experience working in the Caribbean.

- (c) DRM Specialist: (i) Recognised credentials (Master's degree and five years' experience, or Bachelor's degree and seven years' experience) in Disaster Risk Management, Environmental Studies, Environmental Studies/Sciences or related field; (ii) Demonstrate knowledge and experience in hazard risk assessment (identification and analyse of hazard characteristic, and analyse of vulnerability of groups at risk); (iii) experience in the engagement of stakeholders in community based vulnerability assessment; (iv) experience in applying the MSSP would be a distinct asset; (v) experience in developing and delivering training would be an asset; (vi) experience working in the Caribbean; (vii) excellent oral and written communication skills; and (viii) good research and analytical skills.

5.02 The Consulting team can also include other experienced personnel: Social and Communication Specialists.

6. DURATION

6.01 The assignment will be carried out over a period of 18 months.

DOMINICA COMMITMENT LETTER



COMMONWEALTH OF DOMINICA

**MINISTRY OF EDUCATION
AND HUMAN RESOURCE DEVELOPMENT**

Tel: (767) 266 3256
Fax: (767) 448 0644
E-mail: psseceducation@dominica.gov.dm
Website: www.dominica.gov.dm

2nd Floor, Government
Headquarters
Kennedy Ave
Roseau
Commonwealth of Dominica

April 27, 2017

Mr. Ronald Jackson
Executive Director
Caribbean Disaster Emergency Management Agency
Resilience Way
Lower Estate
St. Michael

Dear Mr. Jackson,

Support for School Safety Project

The Antigua and Barbuda Ministerial Declaration on School Safety in the Caribbean, to which the Commonwealth of Dominica is signatory, establishes school safety as a priority for our national education sector programme.

In this regard, the Ministry of Education and Human Resource Development of the Commonwealth of Dominica wishes to express its support for the project: **Implementation of the Model Safe School Programme in CDEMA Participating States.**

The project is consistent with our national priorities and programmes for school safety and will improve the resilience of schools in the Commonwealth of Dominica.

The Ministry of Education focal point for this project will be Chief Education Officer Mrs. Melena Fontaine.

We look forward to a successful collaboration with national and regional stakeholders to continue to advance the school safety agenda in the Commonwealth of Dominica.

Yours faithfully,

.....
CHANDLER HYACINTH (MRS.)
PERMANENT SECRETARY (Ag.)

Antigua and Barbuda Letter



National Office of Disaster Services

American Road
P.O. Box 1399
St. Johns Antigua

Telephone: (Local) 462-4206
Fax: 268-462-4742

Telephone: (Int'l) 268-460-7075 / 268-562-2144
E-mail: nudsanu@gmail.com

26th April, 2017
Mr. Ronald Jackson
Executive Director
Caribbean Disaster Emergency Management Agency
Resilience Way
Lower Estate
St. Michael

Dear Mr. Jackson,

Support for School Safety Project

The Antigua and Barbuda Ministerial Declaration on School Safety in the Caribbean, to which Antigua and Barbuda is a signatory, establishes school safety as a priority for our national education sector programme.

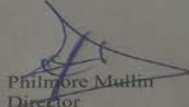
In this regard, the Ministry of Social Transformation which is the ministry with responsibility for Disaster Management in Antigua and Barbuda wishes to express its support for the project: **Implementation of the Model Safe School Programme in CDEMA Participating States.**

The project is consistent with our national priorities and programmes for school safety and will improve the resilience of schools in Antigua and Barbuda.

The Ministry of Education is the focal point for this project.

We look forward to a successful collaboration with national and regional stakeholders to continue to advance the school safety agenda in Antigua and Barbuda.

Yours faithfully,


Philmore Mullin
Director
National Office of Disaster Services
Antigua and Barbuda

04.27.2017



ST. CHRISTOPHER & NEVIS

Tel: (869) 467-1109
Fax: (869) 466-7443 (Hon. Minister)
(869) 466-8974 (Permanent Secretary)

Email: william.hodge@moeskn.org

Ministry of Education

P.O. Box 333
Church Street
Basseterre
St. Kitts, West Indies

2nd May, 2017.

Executive Director
Ronald Jackson
Caribbean Disaster Emergency Management Agency
Lower Estate
St. Michael
Barbados

Dear Mr. Jackson:

The Ministry of Education, Youth, Sports and Culture: St. Kitts and Nevis is pleased to be involved in the Caribbean Safe Schools Initiative. This was demonstrated by the signing of the Declaration by our Minister: Minister Shawn Richards.

This letter is confirmation of our support for the project - Adaptation of the Model Safe School Programme for the Caribbean.

We look forward for assistance to effectively implement the Caribbean Safe Schools Initiative.

Regards

William Hodge
Permanent Secretary





MINISTRY OF EDUCATION, INNOVATION, GENDER RELATIONS AND SUSTAINABLE DEVELOPMENT

DEPARTMENT OF EDUCATION, INNOVATION AND GENDER RELATIONS

Francis Compton Building, Waterfront, Castries
Telephone: 758 468 5288 / Fax: 758 453 2299

May 09, 2017

Mr. Ronald Jackson
Executive Director
Caribbean Disaster Emergency Management Agency
Resilience Way
Lower Estate
St. Michael
BARBADOS

Dear Mr. Jackson

SUPPORT FOR SCHOOL SAFETY PROJECT

The Antigua and Barbuda Ministerial Declaration on School Safety in the Caribbean, to which Saint Lucia is signatory, establishes safety as a priority for our national education sector programme.

In this regard, the Ministry of Education, Innovation, Gender relations and Sustainable Development of Saint Lucia wishes to express its support for the project: **Implementation of the Model Safe School Programme in CDEMA Participating States.**

The project is consistent with our national priorities and programmes for school safety and will improve the resilience of schools in Saint Lucia.

The Ministry of Education, Innovation, Gender Relations and Sustainable Development focal point for this project will be **Mr. Kendall Khodra, Deputy Chief Education Officer - Planning.**

We look forward to a successful collaboration with national and regional stakeholders to continue to advance the school safety agenda in Saint Lucia.

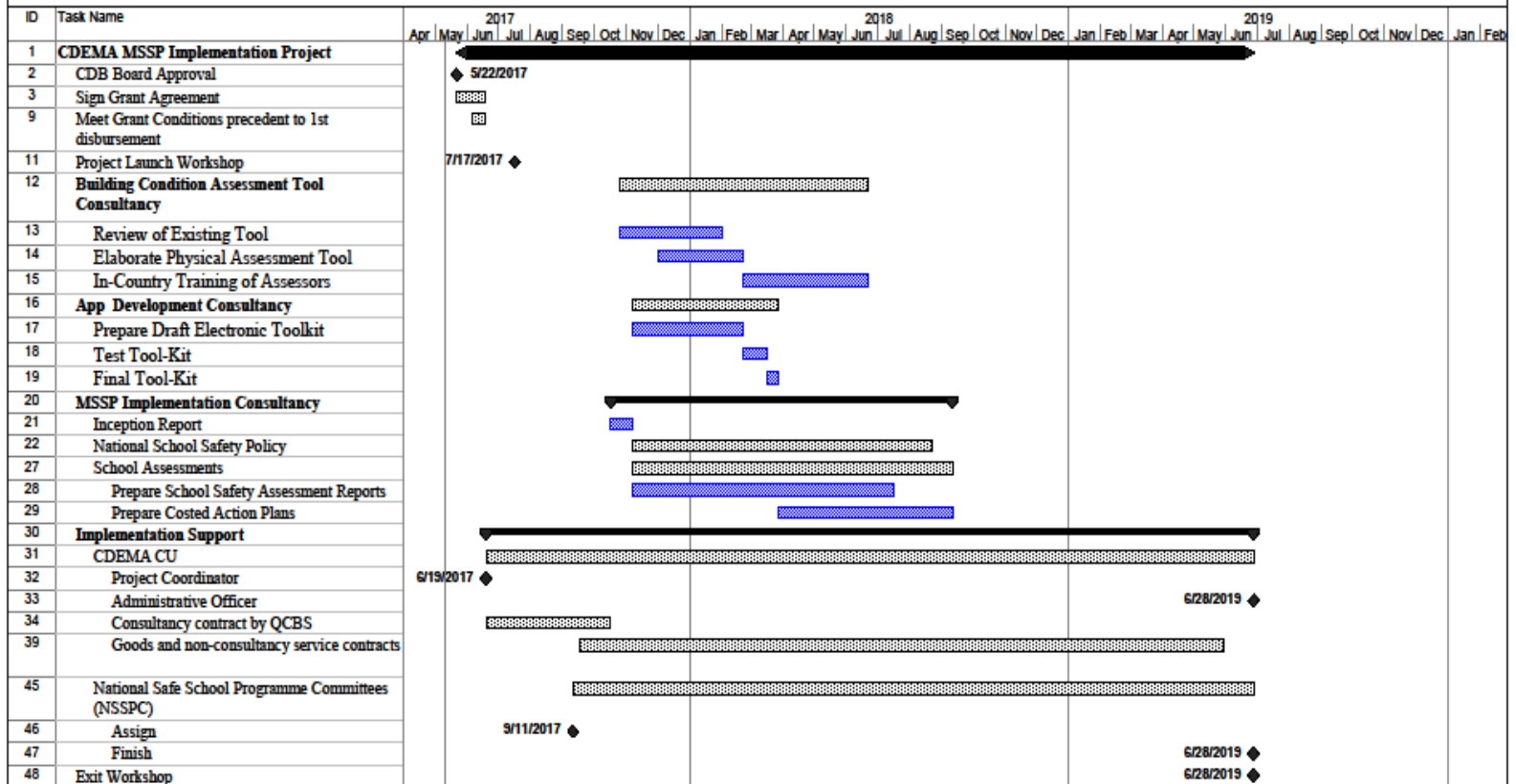
Yours faithfully

Allison A. Jean (Mrs.)
PERMANENT SECRETARY

NATIONAL SAFE SCHOOL PROGRAMME COMMITTEE
DUTIES AND RESPONSIBILITIES

1. CDEMA will implement the Project through its CU and in cooperation with each country. A PC will be engaged by the CU and will receive administrative and financial support from the CU. To provide the requisite governance structure, policy oversight and technical supervision, and to facilitate smooth implementation of project activities, it is proposed to establish a NSSPC in each country. The PC shall liaise with the NSSPC. It shall be a condition precedent that the NSSPC has been established prior to the commencement of the consultancy services in each country.
2. The NSSPC, comprising at the minimum, representatives from the Ministry of the Environment, Ministry of Works and NDMO, have responsibility for the coordination and overall guidance of the Project and its Chairperson will be the Permanent Secretary, MOE. NDMO shall be appointed deputy chairperson and will assume responsibility in the absence of the Chairperson. Other representatives can include, but not limited, the Teachers' Union, national parent organisation, youth principal from one of the project schools. Each organisation represented on NSSPC will be required to nominate its representative and an alternate. Other persons may be invited to participate in NSSPC meetings based on the subject matter being addressed. These special invitees will, however, not be authorised to vote.
3. The NSSPC shall, *inter alia*:
 - (a) provide overall operational guidance for project implementation to ensure that the project meets its objectives, in keeping with the country's policy;
 - (b) approve the Work Programme submitted by the Consultant;
 - (c) provide comments on the reports submitted by the Consultants; and
 - (d) provide assistance and guidance to the Consultant and CU in handling implementation and coordination problems brought to its attention.
4. The NSSPC shall meet at least every 2 months, and more often if required. The PC may request additional meetings when faced with extraordinary situations. The Chairperson shall convene NSSPC meetings.

PROJECT IMPLEMENTATION SCHEDULE



Task [Pattern] Milestone ◆ Summary [Pattern]

APPENDIX 10**IMPLEMENTATION OF THE MODEL SAFE SCHOOL PROGRAMME IN THE CARIBBEAN****BUDGET (EUR)**

	Project Component	Contribution - EUR		
		CDB	CDEMA	Total
1.	Policy Development	89,423	-	89,423
2.	Enhancement of MSSP Building Condition Assessment Tool	138,606	-	138,606
3	App Development	43,269	-	43,269
4	Assessments, Training and Action Plans	250,289	-	250,289
5	Visibility Actions	28,846	-	28,846
6	Implementation Support	127,692	155,769	283,461
	Sub-Total	678,125	155,769	833,894
	Contingency	67,813	15,577	83,389
	Total	745,938	171,346	917,284

EUROPEAN UNION ELIGIBILITY RULES
AFRICAN CARIBBEAN PACIFIC – EUROPEAN UNION
NATURAL DISASTER RISK MANAGEMENT

PARTICIPATION IN PROCEDURES FOR THE AWARDING OF
PROCUREMENT CONTRACTS OR GRANT CONTRACTS

1. Participation in procedures for the award of procurement contracts financed under the EU Contribution Agreement for the Implementation for the Action entitled: “Africa Caribbean Pacific – European – Caribbean Development Bank (ACP-EU-CDB) Natural Disaster Risk Management in CARIFORUM Countries” (ACP – EU NDRM Resources)¹, is open to international organisations and all natural persons who are nationals of, or legal persons who are established in, an eligible country.

2. Eligible countries¹ are deemed to be:

(a) Caribbean Development Bank member countries:

Anguilla, Antigua and Barbuda, Barbados, Belize, Brazil, British Virgin Islands, Canada, Cayman Islands, China, Columbia, Dominica, Germany, Grenada, Guyana, Haiti, Jamaica, Italy, Mexico, Montserrat, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, Suriname, The Bahamas, Trinidad and Tobago, Turks and Caicos Islands, the United Kingdom and Venezuela.

(b) Members of the “African, Caribbean and Pacific (ACP) Group of States”²:

Africa:

South Africa³, Angola, Benin, Botswana, Burkina Faso, Burundi, Central African Republic, Cameroon, Cape Verde, Chad, Comoros Islands, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Eritrea, 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, Swaziland, Tanzania, Togo, Zambia and Zimbabwe.

¹ Note some countries may be eligible by virtue of more than one category

² 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).

³ Natural and legal South African persons are eligible to participate in contracts financed by the 10th/11th EDF. However, the 10th/11th EDF does not finance contracts in South Africa.

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, Suriname, 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.

Overseas Countries and Territories:

Anguilla, Antarctic, Netherlands Antilles, Aruba, British Indian Ocean Territory, British Virgin Islands, Cayman Islands, Falkland Islands (Malvinas), French Polynesia, French Southern Territories, Greenland, Mayotte, Montserrat, New Caledonia, Pitcairn, Saint Helena, Saint Pierre and Miquelon, South Georgia and South Sandwich Islands, Turks and Caicos, Wallis and Futuna Islands.

(c) **A Member State of the European Union:**

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

An official candidate country of the European Union:

The Former Yugoslav Republic of Macedonia, Turkey, Iceland, Montenegro.

A Member State of the European Economic Area: Iceland, Lichtenstein, Norway.

(d) **All natural persons who are nationals of, or legal persons who are established in, a Least Developed Country as defined by the United Nations:**

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

(e) **Participation in procedures for the award of procurement contracts or grants financed from the Facility shall be open to all natural persons who are nationals of, or legal persons established in, any country other than those referred to in paragraph 1, where reciprocal access to external assistance has been established. Reciprocal access in the Least Developed Countries as defined by the United Nations (UN) shall be automatically granted to the OECD/DAC members: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Korea, Luxembourg,**

Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom, United States.

3. Services under a contract financed from the Facility may be provided by experts of any nationality, without prejudice to the qualitative and financial requirements set out in the Bank's procurement rules.
4. Supplies and materials purchased under a contract financed from the Facility must originate in a State that is eligible under paragraph 1. In this context, the definition of the concept of 'originating products' shall be assessed by reference to the Bank's prevailing procurement guidelines/procedures, and supplies originating in the EU shall include supplies originating in the Overseas Countries and Territories.
5. Whenever the Facility finances an operation implemented through an international organisation, participation in procedures for the award of procurement contracts or grants shall be open to all natural and legal persons who are eligible under paragraphs 1, care being taken to ensure equal treatment of all donors. The same rules apply for supplies and materials.
6. Whenever the Facility finances an operation implemented as part of a regional initiative, participation in procedures for the award of procurement contracts or grants shall be open to all natural and legal persons who are eligible under paragraph 1, and to all natural and legal persons from a country participating in the relevant initiative. The same rules apply for supplies and materials.
7. Whenever the Facility finances an operation co-financed with a third entity, participation in procedures for the award of procurement contracts or grants shall be open to all natural and legal persons eligible under paragraph 1, and to all persons eligible under the rules of the third entity. The same rules shall apply to supplies and materials.

Caveat: The Bank and EU eligibility requirements are subject to change by the Bank and the EU. The applicant is responsible for checking whether there have been any updates on the eligibility requirements, as well as the UN's list of Least Developed Countries.

PROCUREMENT PLAN

I. General

1. Project Information:

Country: Regional

Borrower: Caribbean Disaster Emergency Management Agency (CDEMA)

Project Name: Implementation of the Model Safe School Programme (MSSP) for the Caribbean

Project Implementing Agency: CDEMA Coordinating Unit (CU)

2. Bank's Approval Date of the Procurement Plan: July 20, 2017

3. Period Covered By This Procurement Plan: July 20, 2017 – June 30, 2019

4. Date of General Procurement Notice: August 25, 2017

II. Goods, Works and Non-Consulting Services

1. Prior Review Threshold: Procurement decision subject to prior review by the Bank as stated in Appendix 2 to the CDB Guidelines for Procurement January 2006 (the Guidelines):

	Procurement Method	Prior Review Threshold, (EUR)	Comments
1.	NCB (Goods & Non-Consulting services)	<input type="text"/>	
2.	Shopping (Goods & Non-Consulting services)	<input type="text"/>	
3.	DC (Goods & Non-Consulting Services)	<input type="text"/>	

2. Prequalification: N/A

3. Reference to (if any) Project Operational/Procurement Manual: CDB Guidelines for Procurement (January 2006).

4. Any Other Special Procurement Arrangements: Financing shall be provided under the ACP-EU-CDB NDRM in CARIFORUM Countries agreement and thus, in accordance with that agreement, eligibility shall be extended to countries which are eligible for procurement under EU-funded projects, which are not CDB member countries, in accordance with the EU Eligibility Rules (Appendix 11).

Procurement Packages with Methods and Time Schedule:

1	2	3	4	5	7	8	9
Ref No.	Contract (Description)	Estimated Cost (EUR)	Procurement Method	Pre-qualification (Yes/No)	Review by Bank (Prior/ Post)	Expected Bid-Opening Date	Comments
1.	Policy Development				Post	Dec 2017	
(a)	Regional Travel (8 trips)	█	Shopping	No	Post	October 2017	
(b)	Workshops (Materials, Catering)	█	DC	No	Post	October 2017	Four contracts required based on four countries.
(c)	Communication	█	Shopping	No	Post	October 2017	
(d)	Design Policy Documents for Publication	█	Shopping	No	Post	January 2018	
2.	Enhancement of MSSP Building Condition Assessment Tool						
(a)	Regional Travel (12 trips)	█	Shopping	No	Post	September 2017	
(b)	Training Workshops- Materials, Venue and Catering (6 countries)	█	DC	No	Post	October 2017	Multiple contracts required.
(c)	Tablets	█	Shopping	No	Prior	October 2017	
3.	Application Development						
(a)	International Travel (4 trips)	█	Shopping	No	Post	September 2017	
(b)	Report Printing and Binding (4 reports)	█	Shopping	No	Post	December 2017	
(c)	Communication	█	Shopping	No	Post	October 2017	
(d)	Training Workshops- Materials, Venue and Catering (4 countries)	█	DC	No	Post	October 2017	Multiple contracts required.
4.	Assessment, Training, and Action Plans						
(a)	Regional Travel (12 trips)	█	Shopping	No	Post	November 2017	

1	2	3	4	5	7	8	9
Ref No.	Contract (Description)	Estimated Cost (EUR)	Procurement Method	Pre-qualification (Yes/No)	Review by Bank (Prior/ Post)	Expected Bid-Opening Date	Comments
(b)	Report Printing and Binding (33 Assessments and 33 Action Plans)	—	Shopping	No	Post	March 2018	Four contracts required based on four countries.
5.	Visibility Actions						
	Project Visibility (4 countries)	—	Shopping	No	Post	September 2017	Multiple contracts considered based on promotional/visibility actions in four countries.
6.	Implementation Support						
	Regional Travel CDEMA (16 trips)	—	Shopping	No	Post	August 2017	Multiple contracts required.

III. Consulting Services

- Prior Review Threshold:** Procurement decision subject to prior review by the Bank as stated in Appendix 1 to the CDB Guidelines for the Selection and Engagement of Consultants (October 2011):

Ref No.	Selection Method	Prior Review Threshold (EUR)	Comments
1.	QCBS	—	
2.	ICS	—	
3.	SSS	—	

- Reference to (if any) Project Operational/Procurement Manual:** CDB Guidelines for the Selection and Engagement of Consultants (October 2011).
- Any Other Special Procurement Arrangements:** Financing shall be provided under the ACP-EU-CDB NDRM in CARIFORUM Countries agreement and thus, in accordance with that agreement, eligibility shall be extended to countries which are eligible for procurement under EU-funded projects, which are not CDB member countries, in accordance with the EU Eligibility Rules (Appendix 11).

6. Procurement Packages with Selection Methods and Time Schedule:

1	2	3	4	5	6	7
Ref No.	Assignment (Description)	Estimated Cost (EUR)	Selection Method	Review by Bank (Prior/Post)	Expected Proposal Submission Date	Comments
1.	Project Coordinator	██████	ICS	Prior	July 2017	
2.	Application Development Specialist	██████	ICS	Prior	September 2017	
3.	Enhancement of MSSP Building Condition Assessment Tool and Process	██████	SSS	Prior	August 2017	
4.	Consultancy Firm ¹	██████	QCBS	Prior	September 2017	

IV. Implementing Agency Capacity Building Activities with Time Schedule

No.	Expected Outcome / Activity Description	Estimated Cost	Estimated Duration	Start Date	Comments
1.	Project launch meeting with CDB and Implementing Agency to increase the capacity of Implementing Agency to follow CDB's procurement procedures.	-	2 days	July 2017	-
2.	Increased capacity of Implementing Agency to undertake procurement in accordance with CDB's Procurement Procedures through CDB's Online Procurement Training.	-	2 days	July 2017	
3.	Training - Procurement and Contract Management Procedures and Policies.		2 days	August 2017	

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

¹ Consultancy to Develop National Safe School Policies, Assess School Vulnerability to Hazards and Develop School Costed Action Plans in Six Borrowing Member Countries.

V. Summary of Proposed Procurement Arrangements

Project Component	ACP-EU-CDB (EUR)									NBF (EUR)	Total Cost (EUR)
	Primary	Secondary			Other						
	ICB	NCB	RCB	DC	Shopping	SSS	FA	QCBS	ICS	Country	
1. Policy Development				█	█			█			█
2. Enhancement of MSSP Structural Assessment Tool				█	█	█					█
3. App Development				█	█				█		█
4. Assessments, Training and Action Plans					█			█			█
5. Visibility Actions					█						█
6. Implementation Support					█				█		█
Sub-Total				█	█	█		█	█		█
7. Per Diem											█
8. Contingency											█
TOTAL											█

CQS	-	Consultant Quality Selection	LIB	-	Limited International Bidding
DC	-	Direct Contracting	NCB	-	National Competitive Bidding
FA	-	Force Account	NBF	-	Non-Bank Financed
FBS	-	Fixed Budget Selection	QCBS	-	Quality and Cost-Based Selection
ICB	-	International Competitive Bidding	RCB	-	Regional Competitive Bidding
SSS	-	Single-Source Selection	ICS	-	Individual Consultant Selection

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.