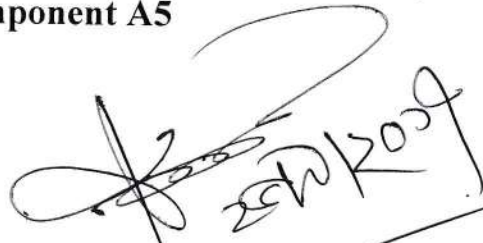


**BANGLADESH URBAN RESILIENCE PROJECT (URP) –
Component A5**

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Consultancy Services for Training Exercises and Drills (TED) Program

Terms of Reference

Approved

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Project Director
Urban Resilience Project (URP) Part
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September, 2017

1.0 Background

The World Bank has provided a loan to improve the capacity of Disaster Risk Reduction (DRR) and Emergency Management (EM) systems in Bangladesh through the Urban Resilience Project (URP). The URP seeks to create an enabling environment for centrally coordinated and locally managed Disaster Risk Management (DRM) in Bangladesh. There are three core pillars of disaster resilience in urban settings, as described in Figure 1 below, including: i) effective emergency management; ii) improving structural resilience through reduction of existing physical vulnerability; and iii) risk-sensitive land use planning and safe construction standards and practices to ensure sustainable growth.

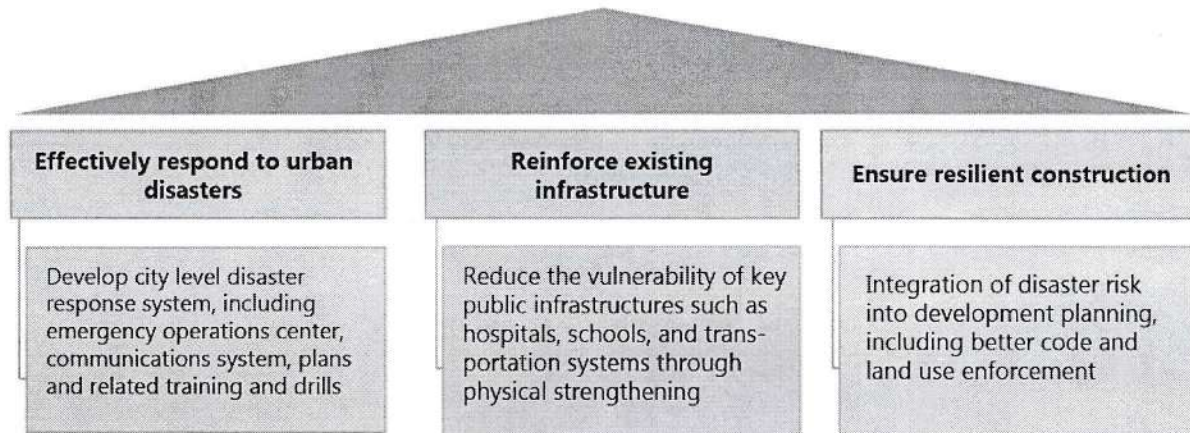


Figure 1. The Three Pillars of Urban Disaster Resilience. An important objective of the project is to put in place an emergency management (EM) system that would hire, train, and mobilize human resources at all levels, and assign roles and responsibilities more efficiently. The EM system and human resources will be guided by international standards and principles of emergency management¹. This TOR is aimed at designing, organizing, developing, implementing, and operationalizing the human resource component for the URP.

The URP would serve as the first in a series of investments, which will initially focus on Pillar 1, to improve the critical human capacity and infrastructure for emergency planning and response. The project will also lay the foundations for subsequent investments in Pillars 2 and 3 by identifying key risks in the to-be built environment and developing the practice of risk-sensitive urban development.

Component A aims to cover the first pillar of the disaster resilience in urban settings.

Component A – Reinforcing the Country’s Emergency Management Response Capacity. The overall goal of the Emergency Management component (Component A) is to design and operationalize an integrated emergency management system in Bangladesh that will enable the country to plan for and respond to both common, everyday emergencies, as well as major disasters in an organized and effective manner. Component A has five sub-components:

- Component A1: Renovate and outfit national-level Disaster Risk Management (DRM) facilities;
- Component A2: Build, renovate and outfit local-level City Corporation and Fire Service and Civil Defense DRM facilities in Dhaka and Sylhet;

¹International standards and principles of emergency management include the following: International Association of Emergency Management, *Certification of Emergency Managers*; Emergency Management Accreditation Program (EMAP), *Accreditation of Government Programs and Agencies*; NFPA 1600-2010, Standards on disaster/emergency management and business continuity; ISO 22320-2011, *Requirements for Incident Response*; International Search and Rescue Advisory Group (INSARAG), *External Classification*.

- Component A3: Supply, install and integrate specialized Emergency Management and Communications Technology (ECT) equipment for DRM and emergency response within national-level and local-level agencies;
- Component A4: Supply specialized search and rescue equipment to local-level agencies involved in DRM;
- Component A5: Provide Training, Exercises and Drills (TED) to national-level and local-level agencies² involved in DRM;

The Consultancy Services under consideration is particularly focused on fulfilling requirements of sub-component A5 and broadly encompasses the whole component A of the project being implemented by Department of Disaster Management (DDM) and Dhaka North City Corporation (DNCC).

2.0 Goals and Objectives

2.1 Goals

The goal of the TED program is to have a critical mass of professionally accredited government officials in the field of disaster/emergency response management.

2.2 Objectives

The specific objectives of the assignment are:

- Review and finalize the Training Plan prepared in the initial phase of the project, and develop a comprehensive disaster and emergency management training/course materials;
- Operationalize the National Disaster Management Research and Training Institute (NDMRTI) to conduct a sustainable training program locally and internationally;
- Design and conduct a series of exercises and drills aimed at operationalizing and testing the training provided;
- Facilitate overseas training programs including internationally recognized accreditation program such as IAEM, INSARAG etc.;
- Prepare/update Emergency Operations Plan (EOP) for national, district and local level; and modify/update existing disaster management policy/guidelines.

3.0 Scope of Work

The Consultant's assignment consists of two phases- the first phase being the review and finalization of the existing Training Plan including the curriculum, and initiation of a planning process by reviewing National Policy/rules/guidelines for the purpose of achieving international best practice in the field of Disaster Management and Emergency Operations Plans; while the second phase being the implementation of the Training Plan, operationalization of the NDMRTI, and modification/augmentation of the existing national plans/guidelines at an international standard. The second phase of the assignment will be contingent upon successful completion of the first phase where the Client will have to be satisfied with the requirements of the first phase including acceptance of the finalized Training Plan as well as the contents of the initial emergency planning process.

² Depart of Disaster Management (DDM); National Disaster Management Research and Training Institute (NDMRTI); Fire Service and Civil Defense (FSCD); Dhaka North City Corporation (DNCC); Dhaka South City Corporation (DSCC) and Sylhet City Corporation (SCC)

The Consulting Firm will work closely with six institutions which are the target agencies for the development of this TED Program: 1) Department of Disaster Management (DDM) under the Ministry of Disaster Management and Relief (MoDMR) for the disaster risk management competency building and ICT training; 2) Fire Service and Civil Defense (FSCD) for the fire, search, and rescue skills, as well as ICT training; 3) the newly created NDMRTI, also under the MoDMR; 4) Dhaka North City Corporation (DNCC); 5) Dhaka South City Corporation (DSCC); and 6) Sylhet City Corporation (SCC).

At the outset, the Client will form a Project Working Group (PWG) composed of key project officials under the PIU, DDM plus representatives from FSCD, Dhaka South City Corporation (DSCC) and Sylhet City Corporation (SCC), and Rajdhani Unnayan Katripakhha (Rajuk) to coordinate the design and implementation of the respective training programs for each institution. In addition, an independent panel of experts will also be formed by the PIU who will review the Training Plans including the contents of the curriculum and also the initial planning process report.

The 1st phase is expected to be completed by 6 months; and the 2nd phase by next 24 months, thereby the whole assignment is expected to be completed within 30 months.

3.1.1 Phase 1– Task List

The following tasks are required:

Task 1.1: Reviewing and Finalizing the Training Curriculum

Different studies on disaster situation analysis in urban areas, organizational studies on the six targeted agencies, training needs, performances and potential roles of different agencies have been performed while doing the Capacity Need Assessment (CNA) and Strengths-Weaknesses-Opportunities-Challenges (SWOC) analysis during the project preparation phase. DDM PIU will co-ordinate with other agencies, collect all the reports from these agencies, and hand over required documents and reports to the consulting firms within fifteen days from the date of contract signing. The consulting firm will analyze the vision, goals and objectives, organograms, through study reports, websites and other documents of the agencies. In addition to the guidance and criteria of the international standards, the following aspects need to be focused during curriculum and course updating:

- i. Assess the requirements relative to the mandate of the NDMRTI as indicated in the Disaster Management Act of 2012, SOD 2010 and National Disaster Management policy 2015.
- ii. Assess the requirements relative to the mandate of FSCD to acquire INSARAG qualifications.
- iii. Assess the requirements relative to the mandate of DNCC, DSCC and SCC for building competency of the DRM Offices and EOCs.

The Consultant will finish updating the TP curriculum, and then arrange a whole day workshop/consultation meeting with all the stakeholders of six targeted agencies. The workshop/consultation meeting will have following targets: 1) This will provide opportunity to all the agencies to come on the same platform to know about other agencies closely and to ease the trainee participation process 2) The Consulting Firm will share the improved and updated curriculum with the agencies and consult with them. The Consultant will finalize the curriculum and training courses taking account the feedbacks.

Task 1.2: Develop Course Materials

Consultant will form a team of experts consisting of the subject matter specialists in each of the six tracks identified in the Training Plan. With the inputs of these subject matter experts, the Consultant will prepare curriculum and training materials. Detailed curriculum will include the course name, course objective, expected outcome, course contents, relevant international and national reference of the contents etc. Training materials should be comprehensive, rich and standard. The team should aim

to develop full set of curriculum for each of the participating agency. Comprehensive curriculum, training materials and content will be provided in English. However, depending on the level of participants, some areas in the curriculum also need to be translated and delivered in Bangla.

Task 1.2: Develop a Training Participation Tracking Tool

The Consulting Firm will design and deliver Microsoft Excel-based tool for tracking participation, progress and evaluation in all training, exercise and drill offerings. This tools should be straightforward to use and intuitive to query. The minimum information captured in the training participation tracking tool should include the participants name and contact information (email and office phone), their job title and ministry /department (particularly noting the six targeted institutions), the course / exercise / drill name and date, participant role, delivery style, e.g. face-to-face, e-delivery, blended, etc. Tracking tools required for the programs are:

- Training Participation Tracking Tools
- Training Resources and Batch Scheduling Tools
- Trainers/Experts Tracking Tools
- Tracking Tools for Progress measurement of the Training Courses
- Tracking Tools for Monitoring and Evaluating the Training Course

Participation tracking reports should be reported twice annually for each year of the project; once at the end of each GoB fiscal year and once at the halfway point of the GoB fiscal year. Other tracking tools should be updated regularly from quarter four.

Task 1.4: Review Existing National Policy, Rules and Guidelines and initiate a planning process to achieve at the international best practice level.

Beginning in year one, the Consulting Firm will develop a planning process for development and implementation of the necessary Emergency Operations Plans (EOP) at the National and Dhaka City levels. These Emergency Operations Plans include the design and structuring of each Emergency Support Function (including clearly identifying the primary agency) and should provide appropriate linkages with the UN-OCHA Disaster Relief Clusters to ensure clarity prior to and during a disaster response. The objective of this first phase task is to mainstream a planning process at the City Corporation level and the DDM level in order to complete, train, and exercise required Emergency Operations Plans during the implementation phase (2nd phase) of the training. Through this planning process, members of the National and Dhaka City Disaster Response Groups will be engaged on a regular basis in order to write the plans, and attend training, exercises and drills to further define and finally practice the EOP.

The policy/guidelines/rules that are available related to Disaster Management are, *Revised Standing Orders on Disaster (SOD) 2010*, *Disaster Management Act 2012*, *National Plan for Disaster Management 2010-2015*, and *National Disaster Management Policy 2015*. The Consultant will review all these documents while preparing the Emergency Operations Plan (EOP). Additionally, for the purpose of emergency response to urban disasters, DDM under Comprehensive Disaster Management Program (CDMP), prepared two disaster management plans: a) Bangladesh (National) earthquake Contingency Plan, and b) Dhaka City Earthquake Contingency Plan. However, these contingency plans did not include a required planning process to develop them, nor have these plans been trained or institutionalized. The Consulting Firm will *modify and augment* the contents of these existing plans as the basis for the Emergency Operations Plan development process. Both of these documents can be improved to International Standards by involving all key agencies identified in the SOD 2010. The National Earthquake Contingency Plan and the Dhaka City Earthquake Contingency Plan Dhaka both

have some similarity with the Emergency Operations Plan and begin to follow International standards. A similar plan based on the same template should be developed for Sylhet. These Contingency Plans are close to valid Emergency Operations Plans. Bangladesh uses the term “Contingency Plan” for “Emergency Operations Plan”. The EOPs must be stand-alone documents, dedicated to emergency response operations that define common operating procedures for all responders as well as define specific roles and responsibilities to manage up to 15 unique emergency support functions requiring coordinated resource management.

The planning activities include:

- A planning process to complete the two prescribed plans within thirty months and will involve all key members of the National and Dhaka City Disaster Response Groups in the plan development process;
- Develop a unified Concept of Operations for response;
- Write Emergency Operations Plans for response to augment the content in the recently developed *National Earthquake Contingency Plan* and the *Dhaka City Earthquake Contingency Plan*;
- Based on a final *National and Dhaka City Emergency Operations Plans*, organize the related Emergency Support Function and ensure integrated linkages to the UN-OCHA Disaster Relief Clusters.
- Develop the National Planning Guideline that reflects the process for the development of the EOPs, including disaster management accountabilities for ministries / departments/agencies;
- Proposed updates to the National Plan for Disaster Management 2010-2015 and the Standing Orders on Disasters, 2010 to reflect requirements for Emergency Operations Plans.

Task 1.5: Review and finalize the Training Plan

The Consultant will review the Training Plan and will finalize all aspects of the plan in order to implement the training in the second phase. The training plan should cover at least a minimum duration of 30 months.

- **Training Courses and Participants:** The consultant will review the existing organogram of each target agencies including job description of different personnel categories and identify relevant potential staffs that will undergo professional development, and assign them to the particular training tracks. Number of participants in each batch, number of batch required, total number of resources required, and requirements of the trainers and experts will be identified in this task, which will eventually be used in scheduling and budgeting.
- **Scheduling and Budgeting:** It is estimated that approximately 600 persons will ultimately be hired locally under the URP to serve disaster risk management and emergency management responsibilities in six target agencies. At minimum, at least 100 additional existing personnel from various institutions involved in the NDRCG, the NDMCC, DDMCC, and DDMRG have responsibilities under the SOD 2010 for managing response and recovery operations during and following disasters. Thus, these approximately 700 persons are the targeted audience for the TED Program. Considerations should be allowed for a progressive scaling of the Training Program by focusing first on government staff that is already in positions of responsibility over disaster management such as the focal point persons of the NDMRG, DDMRG and the DDM and MoDMR staff. Detail scheduling of courses will also include most of the tracking tools (mentioned in Task 1.3). Consultant will update the schedule quarterly.

Consultant will make an estimate of the required training resources, training courses and materials, participants and trainers in every quarter. Consultant will prepare budget for the upcoming quarter. This budget will vary quarter to quarter depending on the pattern and number of training courses and participants, and also on the national and international experts engaged in training program.

- **Training Venue and Time;** NDMRTI will be used as the main training venue. In a separate component of the project, all the essential facilities for NDMRTI will be provided and expected to be ready before this assignment begins. So, the NDMRTI will be used as the primary training venue for this program. Besides, other venues like BIAM, BIM, AFD or FSCD training institute will also be used in different time subject to availability and program needs. Training time will also be finalized in this stage. Consultant will take consent and suggestions from DDM PIU for training venue and time finalization.
- **Training Medium and Technology:** While preparing the Training Plan, an indicative list of course has been developed and the format, medium and techniques/technologies for delivering each categories of the training tracks have been provided. The Consultant will need to validate all this details and update/modify them, while doing so, the Consultant will need to strike a balance between face-to-face versus distance/E-learning in order to come up with an optimum level of learning process keeping training cost at minimum.
- **Monitoring and Evaluation:** The Consulting Firm shall develop a monitoring framework including performance indicators in each area of the assignments to monitor and evaluate the progress, and effects of the TED program. Both qualitative and quantitative indicators are required to gain constructive feedback from all trainees, trainers and institutions; which will be analyzed and documented regularly.
- **Trainer/ Expert Pool and Sub-Consultants:** Consultant will be responsible to identify all locally available experts/resource persons, and form a trainer's pool who will conduct regular training programs. Internationally recognized Experts are also required for some advance level courses. The fees of all the individuals in the trainer's pool shall also be determined in consultation with the Client.
In addition, if appropriate skills are not found within the individual experts' pool, the Consultant will identify appropriate firms specialized in each category of training/exercises/drills. The Consultant will carry out this outsourcing process but the Client will be the final authority to sign off the negotiated contract with those outsourced firms. The Consultant shall follow due diligence and may need to follow standard procurement procedures acceptable to the Client while selecting the outsourcing firms.
- **Foreign Training:** This TED program aims to form a critical mass of professionally accredited disaster management officials. It is expected that at least three (3) IAEM associate members from each of the six target institutions i.e., a total of minimum eighteen (18) key personnel will become IAEM associated members within its 30-month implementation period. Moreover, an estimated six (6) number of staffs from FSCD will become INSARAG certified members. Although most of their training curriculum has been designed in such a way that distant learning will be possible, the final phase of their certification may require them to participate in the overseas program. Some other exposure trainings will also be required for concerned high officials in the target agencies. Consultant must apply due diligence and gain approval from DDM PIU to select and plan the participants of this training. The Consultant is required to coordinate with the overseas training providers and will arrange all logistical facilities for the participants.

The amendments to the Training Plan must elaborate how proposed curriculums are aligned with international standards for certification and accreditation. The training program must include specific targets to reach particular requirements of international standards on disaster risk and emergency management that can be reasonably obtained during the length of the TED Program that match the capacities and expectations of GoB.

3.1.2 Phase 1 – Outputs and Deliverables

The following outputs and deliverables are required:

Deliverable 1.1: Final Curriculum,

the Consultant shall provide a compilation documentation of finalized curriculum along with the changes from the provided TP. Feedback from the agencies and outcome of workshop should also be in the report.

Deliverable 1.2: Comprehensive Course Materials

This includes detailed contents of the course in each of the training tracks identified in the Training Plan and included in the final training curriculum.

Deliverable 1.3: Tracking Tool Initial Report

The Consulting Firm will deliver the tracking tool developed in task 1.4 at the end of phase 1 and update it as required during actual implementation of the training in phase 2.

Deliverable 1.4: EOP Planning Process Report

The report shall define the planning process to develop, train, exercise and institutionalize the National and Dhaka City Emergency Operations Plans. The report should provide a unified concept of operations for disaster response. The report must also address how the strategic, tactical and operational supports provided by those agencies and ministries with specific responsibilities during disaster response will be included in EOP development.

Deliverable 1.5: Final Training Plan

The report shall detail the TED program requirements as described in Task 1.5. It should include all the details for the overall implementation of the training plan including local and foreign portion of the training with professional accreditation system; EOP planning process; and the institutionalization of the NDMRTI.

The Consultant is expected to finish all the tasks in phase 1 and submit all the above deliverables within 4 months of commencement of the assignment. Following this, the panel will review the Training Plan including the curriculum, and the initial EOP planning process, and provide comments within the next 2 weeks. Having received these comments, the Consultant will finalize these documents and submit to the Client by another 2 weeks. Upon final acceptance of these, the Client will decide on the next phase of the assignment and then notify Consultant to proceed with the 2nd phase which is expected to start within six months from the commencement of the assignment.

3.2.1 Phase 2– Task List

The following tasks are required:

Task 2.1: Conduct of the Trainings

Consulting Firm is responsible for conducting of all trainings according to the schedule developed in the previous task and for the stated performance criteria. The Consulting Firm is responsible for all the staffing, searching and forming expert's/trainer's pool, coordination, supervision and evaluation. Each course should have an evaluation both on the trainees as well as the trainers.

Task 2.2: Coordinating Vendors'/Suppliers' Trainings and Equipment Training

Under Component A of the URP, the target agencies and stakeholders will be provided with extensive emergency communication equipment, emergency management information and data system software and hardware, Geographic Information System software and hardware, and specialized firefighting and search and rescue equipment. These equipment types may be broadly classified into a) Emergency Management and Communications Technology (ECT) equipment, and b) specialized Search and Rescue (SAR) equipment which will be procured under sub-component A3 and A4 of this project respectively. As part of their delivery obligations, the vendors/suppliers of these equipment will supply, install, commission and operationalize those equipment, and will also provide hands-on training to a small group of people for a short duration (ranging from 1 to 2 weeks). The Consulting Firm has the dual responsibilities of coordinating and reporting of training initially to be delivered by different vendors as part of their contractual obligations, and afterwards, of deploying sub-consultants or individual experts with relevant expertise on different fields on different categories of equipment.

Task 2.3: Design and Delivery of Tabletop and Functional Exercises

Design, plan, manage, conduct, evaluate and document a total of six (6) tabletop exercises intended to improve plans, policies, and operational procedures. The final list of tabletop exercises will be concurred upon by the Client and the concerned agencies.

Additionally, one multi-agency, multi-jurisdictional, multi-discipline functional exercise shall be delivered in the second year to test the decision-making and communication processes identified in existing response plans. This functional exercise may be coordinated with other GoB disaster exercises such as the Disaster Response Exercise and Exchange (2015) but will still require an independent objectives list and After Action Report that highlights the objectives of Component A of the URP.

- The consultant shall work with the respective key targeted agencies to determine goals and objectives to be tested during the functional exercise.
- The consultant will coordinate to secure external, objective, experienced exercise evaluators in order that the Bangladesh response resources can focus on the event rather than having to observe and evaluate.
- The functional exercise will be documented in an After Action Report with input from all key participants. The After Action Report reports will include any identified improvement actions that are required, including the assignment of those actions to appropriate government agencies to ensure accountability. The After Action Report will also provide an evaluation of the effectiveness of the exercise and how future functional exercises can be improved to take into consideration the local conditions and lessons learned during the planning and delivery of the exercise.

The Consulting Firm should base their assessment on developing specific scenarios that will guide the exercise participants in their discussions and responses. These should include at the minimum the following two scenarios: 1) a major earthquake in Dhaka and 2) a major flood in Dhaka.

Task 2.4: Design and Delivery of Drills

Design, plan, manage, conduct, evaluate and document a total of six (6) emergency management drills intended to test various components of response, including communications protocols, emergency operations center procedures, alert and warning protocols, evacuation protocols and procedures, as well as other specialized procedures such as search and rescue procedures, and fire procedural response. The drills should take place during the second and third phase of the project. The final drill list will be concurred upon by the Project Management Unit (PMU) and the concerned agencies.

The Consultant shall generate After Action Reports from all project drills that will define the follow-up actions noted through exercise evaluation. The exercise evaluation process should allow for inputs from all key participants. These reports shall include specific timelines and assign accountability for specific

follow-up actions to the appropriate senior leadership within the GoB as informed by the Revised SOD.

Task 2.5: Design, deliver, and train Emergency Operations Plans

The Consulting Firm will institutionalize a planning process based on Task 1.4, at the Ministry (i.e., DDM) level and at City Corporation level. The planning process will serve as a capacity development program for Emergency Operations Plan development by building the EOP with the participants who will execute the EOP. The Planning Process will include all key members of the Disaster Management Response Groups at National and city levels of government in order to build required capacity in the understanding and execution of the Emergency Operations Plans.

The Consulting Firm is responsible to develop a set of Common Operating Procedures within EOP that will be easily understood and should be followed by all response personnel at DDM (i.e., ERCC for the National EOP) and at the City Corporation level (i.e., Dhaka EOC for the Dhaka EOP).

The Consulting Firm will propose relevant updates of the *National Plan for Disaster Management 2010-2015* to reflect requirements for Emergency Response Operations Plans to international standards as well as propose updates of the Revised Standing Orders on Disasters, 2010 to reflect changes in agency's missions and authorities and to further align the SOD with international standards for Emergency Response Operations (see related deliverable in 3.2)

Task 2.6: Institute a Training of Trainers (ToT) Program

Develop a ToT Program of all personnel deemed required to institute the respective Training Divisions for the DSCC, DNCC, FSCD Command and Control Center, and MoDMR (NDMRTI staff) while actual implementation of the training program. A certain number of qualified officials taking part in the regular training/accreditation program will be selected through a rigorous process to become the potential training cadre in each agency. This training cadre is intended to take over the training activities in their respective institutions, such as develop curriculum, advertise, schedule, facilitate, coordinate, and document all aspects of training and capacity building at the end of the consultancy contract. Thus, the hired training cadre will work and interact directly with the assigned consulting firm to become familiar with the TED program and be prepared to transfer the knowledge and program facilitation to the respective institutions for sustainability purposes.

3.2.2 Phase 2 – Outputs and Deliverables

The following outputs and deliverables are required:

Deliverable 2.1: TED Program Progress Report

This report shall provide status, completed activities, achievement of each milestones, scheduled activities for the following quarter, issues, process towards resolving issues, and identify any actions needed from PIU.

Deliverable 2.2: TED Exercises and Drill Report

The report shall define the structure and the details of the exercises and drills, their delivery process and evaluation criteria. It will explain the organizations that will be involved in each case and procedures for how exercise and drill mobilization will take place. The report will also detail the process for monitoring and evaluating the exercises and drills, including how objective monitors are to be used and how participant feedback will be obtained. A common template for After Action Reports will be included as well as a tracking table that consolidates all improvement actions noted in After Action Reports. After the initial report submission, updates should be submitted semi-annually for the duration of the project. A final report including all the After Action Reports, tracking table and

improvement actions mentioned in that. The report should also include the findings, recommendations and feedback from all the agencies.

Deliverable 2.3: TED Program Sustainability Report

The report shall provide details on the mechanisms for ensuring the sustainability of the TED Program, its achievements and accomplishments, its sustainability measures (particularly those noted in Task 2.6), its maintenance and improvement requirements, and its staffing needs. The report will also provide details on the appropriate training programs, job shadowing opportunities, mentoring and courses that will be used to train the designated Training Officer positions as referenced in Task 2.6 above. It will also provide the details and the schedule of the transfer of the program to the NDMRTI and the FSCD at the project's completion.

Deliverable 2.4: TED Program Performance, Monitoring and Evaluation Report

The M&E consultant should prepare the performance monitoring and evaluation report consisting status of the performance (both qualitative and quantitative) indicators, feedbacks and analysis in every alternative quarter (semi-annual) from the starting of training conduction. The report should include specific details on the performance measures and the monitoring and evaluation process for each segment of the assignment. The report will document progress achieved towards trainings and accreditation programs. The final report shall summarize all the reviews, evaluations and recommendations for improvements by course, exercise, drill, as well as by institution; and identify the necessary future steps and investments to complete these certifications and accreditations for DDM, FSCD, DNCC, DSCC and SCC.

Deliverable 2.5: Modified National and City Level Emergency Operations Plans, and National EOP Planning Guideline

This would be the product of task 2.5 where the EOP planning would be designed, delivered and trained and fed into the updated/modified international level of EOP guidelines. Furthermore, National Plan for Disaster Management 2010-2015 and the Standing Orders on Disasters, 2010 will also have been updated to reflect requirements for Emergency Operations Plans Drafts. Drafts of these plans, or elements of them, shall have been tested and improved through the various exercises and drills delivered through this project. These finalized Emergency Operations Plans, with formalized disaster management accountabilities, will be available and functional.

4.0 Implementation Arrangements

The Consulting Firm will work closely with Project Implementation Unit (PIU) of DDM. The Consulting Firm should coordinate closely with the City Corporations (DNCC, DSCC and SCC) and FSCD for their related TED components. At the outset, the Client will form a Project Working Group (PWG) composed of key project officials under the PIU, DDM plus representatives from FSCD, DNCC, DSCC, SCC, and RAJUK to coordinate the design and implementation of the respective training programs for each institution. In addition, an independent panel of experts will also be formed by the PIU who will review the Training Plans including the contents of the curriculum and also the initial planning process report.

The Consultant will form experts/trainers pool for conducting smooth and successful training and drills. For each category and type of courses the remuneration will be fixed based on training time (per hour) and/or according to the standards for same kind of training course taking consent from DDM PIU (also mentioned in Task 1.5).

All foreign training and accreditation programs will be coordinated through the consultant and all relevant cost arising out of this foreign training and accreditation programs such as course fees, accommodation, travel expenses, per diem, airfare etc. will be borne by the Consultants as reimbursable costs.

For those training, exercises, and drills programs in which the Consultant does not have required expertise, the Consultant will identify appropriate firms' specialized in each category of training/exercises/drills. All these sub-consultants will be recruited by this Consultant with prior approval from the Client. The Consultant shall follow due diligence and stick to standard procurement procedures acceptable to the Client while selecting the outsourcing firms. The Consulting Firm shall also coordinate with third party vendors responsible for the supply, installation, testing and commissioning of ICT and training equipment as well as consulting firms in charge of other components of the URP.

5.0 Selection Procedure and Form of Contract

The firm will be selected following Quality and Cost Based Selection (QCBS) method as provided in the World Bank's Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers - January 2011 (Modified in July 2014) ("Consultant Guidelines") available in the website: <http://go.worldbank.org/1M27MNVLZ0>. The first phase of the contract will be in the form of Lump-Sum while the second phase will be Time-Based.

The Consultant Firm must be familiar with the international standards for disaster risk management and emergency response planning and operations and must tailor the TED based on these standards. The Consulting Firm should be able to demonstrate their affiliation/liaison to other firms having similar experience and expertise in different areas of training such as emergency communication equipment, emergency management information and data system software and hardware, Geographic Information System software and hardware, and specialized firefighting and search and rescue equipment. These other Firms will be recruited through this Consultant in the form of a sub-consultancy arrangement or through a downstream hiring right after the Consultant is on board (within the first phase of the assignment). Similarly, if the drills and exercises that will be conducted during the second phase of the Consultancy, the Consultant may team up with another sub-consultant(s).

6.0 Duration of Assignment

Duration of the contract is 30 months from mobilization. The first six months (Phase 1) will involve the conceptualization of the TED program, finalization of comprehensive TED program curriculum, development of the training/ instructional materials and technology to be used in the program, and finalization of the training plan. The second phase will be fully dedicated to the execution of trainings, exercises and drills for the identified participants as well as capacity building and formulation of the Emergency Operations Plan and recommendation for modification/augmentation of the contents of the National disaster management related policies/guidelines.

7.0 Staffing Requirements

As part of the consultant's proposal, Consulting Firms should identify, the following Key members of the TED Program Implementation Consulting Team: 1) TED Program Team Leader, 2) TED Program Project Manager, 3) Curriculum and Exercise Development Leader 4) Training and Technology Specialist 5) Emergency Response Operations Expert 6) Disaster Risk Management including HVA expert. In addition, the Consultant should also propose additional non-key experts such as curriculum and exercise development subject matter experts to provide inputs in the preparation of training materials, TED Liaisons Officers to maintain and monitor all training progress in each of the six target

agencies etc. Furthermore, adequate number of support staffs should also be provided in the Consultant's staffing arrangement in order to carry out the assignment. The list of key experts along with their responsibilities and qualifications are outlined in the following table:

7.1 Qualification and Responsibility of Key Personnel/Experts

#	Position	Qualification	Task Assignments
1	TED Program Team Leader	<p>Master's degree (or higher) in Emergency Management, Social Sciences, Education or other related fields.</p> <p>Twenty (20) years of experience in disaster risk management and emergency management, with a demonstrated focus on training, where a multi-disciplinary team of training practice leaders and subject matter experts is undertaking the project.</p> <p>Global understanding of education and training practices, principally in developing countries is required.</p> <p>Proven ability to operate effectively in complex bureaucratic environment, where strategic planning, problem-solving and ability to optimize resources drive progress and success.</p> <p>Leadership qualities that foster teamwork and collective problem solving, but impose rigor are recognized skills for the position.</p> <p>Clear and effective communication skills including written and oral communication.</p>	<p>Build, manage, and lead a team of experts and specialists with full competency to undertake the tasks of the project;</p> <p>Take the lead in the development, implementation, review and evaluation, and improvement of the TED program to improve emergency response capabilities, preparedness and readiness of government institutions and other key stakeholders involved in disaster risk management and emergency response;</p> <p>Manage strategic relationships with the Bangladesh Urban Resilience Project PCMU (Project Coordination and Monitoring Unit), Project Implementation Committee, Project Implementation Unit and related ministries, agencies and organizations represented in these institutions. Respond to all requests and queries from these agencies with prompt responsiveness, accuracy and transparency. Attend meetings of these institutions if called upon and be prepared for constructive interaction;</p> <p>Lead and prepare EOP in consultation with DDM, FSCD and other related ministries and agencies for national, district and local level;</p> <p>Facilitate the monitoring and evaluation process by the PCMU;</p> <p>Ensure performance of team personnel, adherence to work plans and schedules, project finances and accounting, procurement procedures for hiring of project Consulting Firm and advisors.</p>
2	TED Program Project Manager	<p>Master's degree (or higher) in Emergency Management, Social Sciences, Education or other related fields.</p> <p>Fifteen (10) years professional experience in 'hands-on' emergency management field, including at least 5 years' professional experience in designing and implementing disaster risk management and emergency management training and capacity development programs.</p> <p>Excellent organizational, planning, communication, and conflict resolution skills;</p> <p>Proficiency in project management tools and techniques.</p>	<p>Assist Team Leader in all his task and duties;</p> <p>Plan and lead the day-to-day activities of the project;</p> <p>Plan and coordinate all contractual obligations, internal and external coordination, preparation of tasks, monitoring, communication and reporting;</p> <p>Assist Program Leader to prepare EOP in consultation with DDM, FSCD and other related ministries and agencies for national, district and local level.</p> <p>Assist Program Leader for monitoring and evaluation and guide and engage relevant experts to ensure quality of the training, drills and exercise.</p> <p>Review and manage expenditures and financial statements.</p>
3	Curriculum and Exercise Development Leader	<p>Master's degree (or higher) in Emergency Management, Social Sciences, Education or other related fields.</p>	<p>Role is to manage curriculum development staff of Subject Matter Experts that are employed on a part time to full time basis to develop specific training classes, drills and exercises;</p>

		<p>10 years professional experience in 'hands-on' emergency management field, including at least 5 years professional experience in designing and implementing disaster risk management and emergency management training and capacity development curriculum assignments.</p>	<p>Develop and manage a Curriculum Development Master Plan that meets international standards and all training requirements of the BURP; Develop and standardize various training and presentation formats; Modify all curriculum to meet requirements as understood and defined by Consultant TED Officers and their Consultant TED Liaison team associated with specific target agencies; Manage funds to seek and incorporate existing training courses available in the region to be delivered on site by outside experts.</p>
4	<p>Training and Technology Specialist</p>	<p>Engineering Graduates or Master's degree in Emergency Management/ Education/ Instructional Technology or other related fields. 10 years of experience in using educational technologies, with at least 5 years' experience in teaching/training. Must be a proficient planner, problem solver and researcher. Knowledge in instructional design, techniques and learning theories to be able to assess and determine the most appropriate instructional strategy for the courses and the participants. Proficient in integrating technology into the curricula in ways that enhance the learning process. Ability to customize trainings to suit the needs of participants. Global understanding of education and training practices, principally in developing countries in Asia is required. Experience in Bangladesh is a plus.</p>	<p>Together with the subject matter experts and other team members, lead in the planning, development and evaluation of instructional technologies and support solutions to effectively deliver each of the training courses. Lead the training design and development and prepare instructional strategies and guidelines for face-to-face, online, and blended training. Identify resources needed, develop learning objectives, organize sequencing of activities, assist in choosing learning strategies, and delivery formats. Responsible in researching the best online learning platform for the effective delivery of online courses. Assist in the programming of interactive content to allow online applications, reading materials, discussions, file sharing, database management, etc. Evaluate, modify and maintain existing course management systems/programs, if there are any. Provide technical support for the Curriculum Development Leader, the Subject Matter Experts, the participants, and other team members. Perform other administrative tasks as may be assigned.</p>
5	<p>Emergency Response Operations Expert</p>	<p>Master's degree (or higher) in related fields. A Bachelor's degree with at least 5 years relevant work experience may be substituted for the Master's degree requirement.</p>	<p>Work Closely with TED Program Team Leader and TED Program Project Manager to Plan, Design and update EOP; Arrange and attend consultation with DDM and other related and relevant ministry and agencies to prepare and update EOP in national, district and local level; Monitor and Evaluate TED training program. Adjust training program with the direction of EOP and also provide learnings and feedback to EOP planning and design on the basis of training, drills and exercises;</p>
6	<p>Disaster Risk Management including Hazards and Vulnerability Analysis</p>	<p>5 years professional experience in 'hands-on' emergency management field with leadership experience is a plus, including at least 3 years' experience in designing and implementing disaster risk management and emergency management training and capacity building programs, and executing major projects of similar scope; Experience in Managing Modern State of the art Emergency Operations Center (EOC), Disaster Social Services and Mass Fatality Management. Knowledge of International Standards in Emergency Management;</p>	<p>Work under the Direction of the Curriculum and Exercise Development Leader; Lead the development of existing coursework review, new coursework design and outlines development, module design and development, and coursework presentations and student handouts; Conduct train the trainer courses to initiate the project; Develop post-training evaluation tools and develop indicative work flows;</p>

	<p>Demonstrated organizational, planning, communication, and conflict resolution skills;</p> <p>Demonstrated ability to review and gain an understanding of the appropriate laws, institutional authorities and policies, and cultural context of intended training audience.</p> <p>Demonstrated strong leadership qualities.</p>	<p>Assist the Team Leader in the preparations and conduct of the consultations, meetings and workshops;</p> <p>Support the preparation of various reports and deliverables for continuing education and the outreach campaign;</p> <p>Take the lead in the development of the evaluation and monitoring criteria for the TED program, and</p> <p>Support the overall project management.</p>
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