

**TERMS OF REFERENCE FOR THE COMMUNITY BASED DISASTER RISK
MANAGEMENT COMPONENT OF BUILDING DISASTER RESILIENCE IN
PAKISTAN PROGRAMME (BDRP): PHASE 1**

1.1 Context

Pakistan is an extremely high risk country exposed to natural disasters, conflict and climate change. Over the last ten years more than 80% of the country's 124 districts have been hit by natural disasters, with some 33 million people affected. Conflict and insecurity across Pakistan compound vulnerability undermining coping mechanisms and challenging effective response. Poor people are the most widely exposed, and disasters increase their vulnerability to malnutrition, disease, increased debt and exploitation.

In addition to human suffering, over the past decade natural disasters have caused significant losses to the economy with an estimated *annual* economic impact of flooding alone between 3% and 4% of the federal budget (up to US\$1.8 billion per year).¹ The floods in 2010 and 2011 caused damage estimated at US\$10billion² and \$3.7billion³ respectively. In 2010 alone, some 20 million people were made homeless.

Climate Change will mean that weather related disasters become more frequent, intense, and less predictable. The impacts of these events are also exacerbated by rapid demographic growth and environmental degradation. Most of Pakistan's population continues to live on the fertile but also flood-exposed plain of the Indus River and its tributaries. The poorest households, whose coping mechanisms in the face of disasters are the weakest, tend to live in marginal areas that are the most at risk and often hardest to access due to conflict, insecurity and violence.

1.2 Introduction

DFID is providing £76.3 million to strengthen resilience to disasters at community and institutional levels in line with the Government of Pakistan's National Disaster Management Plan. The Building Disaster Resilience in Pakistan (BDRP) programme will run for six years from 2015 to 2021. The areas within which this programme will work will be determined predominantly by natural hazard, vulnerability and risk.

The BDRP programme will contribute towards the achievement of the overall goal and outcome of the Sendai Framework for Disaster Risk Reduction

¹ World Bank Pakistan, Fiscal Disaster Risk Assessment Options and Considerations, 2015

² Reducing Vulnerability and Exposure to Disasters, The Asia Pacific Disaster Report 2012, ESCAP/UNISDR

³ Pakistan Floods 2011: Preliminary Damage and Needs Assessment, Government of Pakistan, Asian Development Bank and World Bank, October 2011

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(2015-2030)⁴ and the seven global targets and the achievement of the four Priorities for Action. These include:

1. Understanding disaster risk;
2. Strengthening disaster risk governance to manage disaster risk;
3. Investing in disaster risk reduction for resilience;
4. Enhancing disaster preparedness for effective response, and to “Build Back Better” in recovery, rehabilitation and reconstruction.

The programme directly supports the implementation of the Government of Pakistan’s National Disaster Risk Management Plan (August 2012), in three interrelated ways which in turn contribute to MDG 1, eradicating extreme poverty, and MDG7, ensuring environmental sustainability.

Through the BDRP programme DFID will support:

- **Component 1 (and the target of this call):** help village communities to mitigate and prepare for disasters with improved early warning systems, risk information, community level response mechanisms, improved linkages with Disaster Management Authorities and community based disaster risk reduction and climate change adaptation measures.
- **Component 2:** build greater government capacity at national, provincial and district levels to better manage disasters, specifically seeking to improve linkages between communities, districts and provincial level disaster management agencies.
- **Component 3:** deliver a national research programme to generate knowledge and evidence in building resilience in Pakistan to better inform good practice and enhance the impact of interventions. A series of external and independent evaluations including formative summative and real time evaluations will also be carried out.

A UN Agency will also deliver Technical Assistance through a sub-component focusing particularly on agriculture and livelihoods training. This will relate to components one and two, strengthening the capability of the District and Provincial line ministries in agricultural resilience and providing training for the downstream delivery partners of the Service Provider.

These Terms of Reference are specifically for the first component listed above – Community Based Disaster Risk Management. However, the consortium which delivers this component will need to work closely with identified partners/Suppliers of the other components to enable a coherent programme.

⁴ See Annex B for further detail on the Sendai Framework for Disaster Risk Reduction (2015 – 2030)

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1.3 The Objective

The objective is to implement the Community-Based Disaster Risk Management (CBDRM) component of the overall Building Disaster Resilience in Pakistan programme including monitoring and provision of support to independent evaluation teams.

The Supplier is expected to deliver a combination of Technical Assistance (TA) and Fund Management (FM) responsibilities to deliver the outputs as outlined in section 1.4, 4.1 and 4.2 of the Terms of Reference (ToR). Under the Technical Assistance component, the Supplier will establish and resource a Project Implementation Unit made up of staff with appropriate technical experience to oversee and steer implementation; ensure quality; ensure co-ordination with other partners, District, Provincial and Federal Government; monitor progress; provide reports to the Management and Strategic Committee on progress against milestones. The overarching PIU should also provide an administrative secretariat function to the Management and Strategic Committees. At Provincial level, the PIU structure should include Government interlocutors. The Fund Management function relates to the overall investment available for CBDRM, out of which different Union Council level and village level funds will be defined, and dispersed according to pre-requisite plans and milestones. This may be delivered through a consortium of different members. When referring to Fund Management responsibilities, the Supplier will be referred to as the Management Agent (MA).

Overall, the Supplier responsibilities will include:

- (i) Management of activities to be delivered under the CBDRM component;
- (ii) Accountability for the CBDRM outcome and output indicators;
- (iii) Identification, management and monitoring of fund recipients;
- (iv) Coordination across programme components and with UN agency;
- (v) Stakeholder and partnership management; and
- (vi) Fiduciary risk management.

1.4 Outcome and Outputs

The overall outcome of the BDRP Programmes is *“Increased capacity to reduce disaster risk, through better planning, preparedness, response, and resource allocation at the governmental and community levels.”*

Output 1 of the BDRP programme that relates directly to the CBDRM component is: *“inclusive community disaster management committees implement plans; financed projects based on risk assessment.”*

The programme will deliver a series of financed projects which will be based on risk assessments carried out in villages. These projects should relate to

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improvement in some or all of the following dimensions of resilience depending on the context:

- Access to risk information (e.g. information on current risks and climate change impacts and DRR education in schools)
- Improved livelihoods viability (e.g. climate resilient agriculture, raised livestock platforms, clean energy solutions such as solar and biogas and livelihoods diversification)
- Access to contingency resources (e.g. micro-finance, savings and loans, social safety nets and insurance)
- Robust local infrastructure (e.g. hazard resistant housing, link roads, culverts and safe shelters)
- Healthy eco-systems (e.g. soil and water conservation, waste water management and forest regeneration)
- Access to essential services during disasters delivered by local authorities and humanitarian actors (e.g. early warning information, evacuation, search and rescue and immediate relief)

These interventions will be implemented in 200 to 600 revenue villages in Phase 1, with several revenue villages per Union Council (including UC-level funds) and around 15 Union Councils per District. The indicative Districts include Ghotki, Kashmore, Rajanpur and Mazaffargarh in Northern Sindh and Southern Punjab. The number of villages per Union Council and number of Union Councils per District can also be amended at bid stage, depending on the necessary evidence provided.

1.5 Recipient

The recipient of the services is DFID Pakistan and the direct beneficiaries of the programme will be the people living in Districts, which are the most vulnerable to natural disasters.

Indicative Districts include Ghotki, Kashmore, Rajanpur and Mazaffargarh for the first two year phase of the programme, based on the National Disaster Risk Management Plan, the Asia Disaster Preparedness Centre (ADPC's) Multi-Hazard, Risk and Vulnerability Assessment and other consultations. During inception period these Districts can change based on further analysis.

UN Technical Assistance will provide Union Council and village level mapping to the Service Provider after December 2015 which will determine where – in the first two years – activities will focus.

2.1 Scope of Work

The scope of work will be to deliver the CBDRM component of the BRDP. The Implementation stage will start immediately after the six month Inception

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stage (subject to DFID approval of proposed Implementation Plan and final costs).

The selected Supplier will have demonstrated the capability to deliver complementary skills and high quality interventions in the field of Disaster Risk Reduction, Climate Change Adaptation and community based management, whilst also on integrating conflict sensitivity in Pakistan.

Responsibilities under the contract will include:

1. **Inception:** managing a six month inception stage. Requirements for this stage are detailed in section 3.2. The Supplier is expected to demonstrate a seamless transition from Inception into Implementation.
 - a. The UN Agency will provide the Supplier and downstream partners with training in Hazard, Livelihoods and Vulnerability baselines according to the identified UCs as well as the identification and prioritisation of climate resilient livelihoods interventions. The Supplier and downstream partners will then be expected to develop baselines at UC level and risk and resilience profiles at village level which will be quality assured by the UN Agency in the first instance.
 - b. Before inception, the UN Agency will provide the Supplier with a list of prioritised UCs and villages based on risk and vulnerability analysis.
2. **Delivery:** Managing delivery of the CBDRM programme outputs which includes:
 - a. Overseeing the development of village and UC level plans for resilient investments;
 - b. Financial management of the ring fenced fund for investment in CBDRM against UC and village levels plans, and the disbursement of fund monies;
 - c. Managing and monitoring the delivery of project interventions by the consortium and fund recipients;
 - d. Through the PIU, working closely with the UN Agency in order to guide programme implementation;
 - e. Liaising with all key stakeholders including the District, Provincial and Federal Government and DFID to ensure a coordinated approach and early mitigation of potential risks to delivery;
 - f. Representing the programme at key events and forums.
3. **Coordination:** Coordinating with Partners delivering other components (2 and 3) of the Building Disaster Resilience in Pakistan programme in order to ensure that linkages and synergies are reinforced; and co-ordination with the other relevant programmes being delivered in Pakistan and regionally, on the back of relevant stakeholder analysis during inception, within and outside of DFID in particular humanitarian programming.

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4. **Monitoring and evaluation:** setting up and managing a robust M&E system for the component and linking it into overall BRDP M&E system:
 - a. Providing information and facilitating the work of third party monitors and external evaluation teams;
 - b. Documenting good practice and lessons learned, sharing these with the Strategic Committee and external evaluation teams for continuous improvement;
5. **Reporting:** effective reporting to DFID on programme delivery and fund management;
6. **Management and governance:**
 - a. Engaging closely with members of the Management Committee (DFID Chair) and Strategic Committees (NDMA Chair); providing Secretariat functions to those committees in conjunction with DFID. There will be a review of the governance arrangements before the end of year one. Depending on the outcome of the review, the UN Agency might provide the Secretariat function.
 - b. Participating or leading (depending on province) Provincial level management structures. The Provincial level management structures will be led by either the Supplier or the organization delivering component 2.

The selected Supplier should demonstrate how they will ensure delivery of agreed outputs and high standards of performance. The contract will include:

- (i) Key performance indicators (KPIs) such as 'Number of people whose resilience has been improved as a result of project support' <https://assets.digital.cabinet-office.gov.uk/media/53da0af2ed915d5609000023/BRACED-KPI4-methodology-Oct2014.pdf>), ⁵service level agreements,
- (ii) Stipulation of regular reporting requirements including:
 - a. Monthly updates against the work plan,
 - b. Quarterly progress reports to be submitted in a format agreed with DFID. Reports should provide evidence of satisfactory performance and the delivery of agreed outputs in the logical framework and annual work plans, Quarterly Financial reports to be submitted in a format agreed with DFID. The reports will be used to assess value for money, financial performance of supplier and influence payments.

3. Requirements

3.1 Principles of the Project

Delivery of results: to ensure that DFID's investment is helping people at risk of shocks and stresses;

Sustainability: to ensure DFID's investments represent good value for money by achieving impacts beyond the lifetime of the projects;

Innovation: to demonstrate new ways of doing things and to establish new partnerships to build resilience are explored and tested.

3.2 Requirements for Inception Stage

The Inception Stage of CBDRM Phase 1 will be for 6-months.

Before Inception, the UN Agency will provide the Supplier with a list of prioritised UCs and villages based on a risk mapping exercise. During Inception the UN Agency will provide training in Hazard, Livelihoods and Vulnerability baselines according to the identified UCs as well as the identification and prioritisation of climate resilient livelihoods interventions. The Supplier and downstream partners will then be expected to develop baselines at UC level and risk and resilience profiles at village level which will be quality assured by the UN Agency in the first instance.

The Inception stage will include the delivery of an Inception report and an Implementation Strategy:

Inception Report: The Lead Supplier will provide an inception report within 6-months of the contract award. The Lead Supplier will work closely with the UN Agency during the inception stage to deliver the inception report. The inception report will cover all key elements for effective delivery of Phase 1, including, but not limited to:

1. Stakeholder mapping and analysis – who is doing what where in the geographic areas targeted for the CBDRM component in terms of Disaster Risk Reduction; how interventions under this programme can complement existing efforts; how this will influence and link up to the CBDRM component.
2. A methodology for risk and resilience profiling followed by a village risk and resilience profile for each target village, from the UN Agency list which will be available after December 2015. This profile should use the DFID

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Resilience Framework (see Annex A) informed by secondary data and participatory assessments and it should be discussed with DFID prior to commencement. Where there is risk of conflict as well, this should be incorporated, especially where better natural resource management is a means to conflict prevention. This will ensure that systems for managing risk of natural hazards are sufficiently incorporated into those which manage other risks.

Village profiling should for instance include:

- Background (geography, demography, livelihoods, health, education and infrastructure)
 - Hazards (exposure, frequency of events and impacts)
 - Vulnerability (who/what are vulnerable and why)
 - Capacity (awareness, early warning systems, social networks, existing government and NGO programmes and access to disaster management services)
3. Sequencing approach to working in the prioritised list of between 200 and 600 revenue villages across around 15 Union Councils per District in the indicative Districts of Ghotki, Kashmore, Rajanpur and Mazaffargarh. This will be reviewed by and agreed with DFID, with the relevant PDMA and District prior to contract commencement.
 4. Clear identification of resilience building priorities for each village based on the parameters below:

1. Resilience of whom or what? (e.g. vulnerable households, crops and houses)	2. Resilience to what? (e.g. floods and cyclones)	3. Where? (e.g. in part of a village)	4. In what timeframe? (e.g. 2 years)
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5. The approach to working with Union Councils and collections of communities to discuss, identify and prioritise larger scale resilience building interventions which would benefit multiple villages. This should include an explanation of criteria which will be used to determine the relative scale of the community-focused approach versus the larger, Union Council-scale approach.
6. An overall theory of change for Phase 1 of the programme. The theory of change should articulate how activities and outputs of the CBDRM component will result in changes in people's behaviour or circumstances that will in turn make them better able to anticipate, plan for, cope with and adapt to shocks and stresses. This theory of change will inform the development of a log frame specifically for the CBDRM component which

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in turn will feed directly into a revised overall logframe for the Building Disaster Resilience in Pakistan programme.

7. Indicators (baseline, output and outcome) linked to the aspects of resilience that the CBDRM component seeks to address or is likely to influence. These should be developed based on the methodology for reporting against Key Performance Indicator 4 of the DFID funded International Climate Fund. They also need to consider how to relate to the CBDRM manual in the National Disaster Management Plan and the Supplier will need to share data with the National Disaster Management Plan Implementation Unit.
8. Management and governance structures for this component, including how the component will work together with the UN agency.
9. Highlight how lessons learnt from: the CBDRM component of the One UN Programme, the World Bank Programme in Baluchistan and the pilot programme implemented in Sindh and Punjab during the development of the CBDRM guidelines of the National Disaster Management Plan can be brought to bear on this programme.
10. Illustrate how linkages between community structures, Union Councils, DDMAAs and PDMAAs will be met. Identify how linkages with the DFID funded BRACED programme, BISP and other major donor programmes will be made.
11. Highlight gaps in evidence and knowledge that could be addressed through the research component of the overall BDRP programme.

An implementation strategy should also be provided as part of the inception report, with key elements of this agreed with the DFID Management Committee and the Strategic Committee, which should include:

1. A detailed logical framework for Phase 1, including confirmed baselines, and goal, outcome and output level indicators as well as, milestones and targets for Phase 1;
2. A robust Monitoring and Evaluation framework, using the DFID methodology for reporting against KPI 4 of the International Climate Fund;
3. A plan to ensure beneficiary accountability through effective communication with target populations;
4. A detailed risk and mitigation matrix;
5. An updated costed work plan, including a detailed budget, for the remainder of Phase 1 (i.e. months 7-24, disaggregated by month);
6. Details of operating procedures and systems necessary for the management of the programme and disbursement of funds in line with value for money principles, including financial accounting and audit, and a procurement plan;
7. Explanation of relationship building approach with relevant District and Provincial level Governments;

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8. Explanation of how programme management committees at Provincial level which could relate to other components of BDRP as necessary, will be setup;
9. Explanation of how a presence in Islamabad and at sub-national level, as required to ensure effective delivery, will be established;
10. Explanation of approach to continuing training which has been provided by the UN Agency in Phase 1, into Phase 2, before the two year review determining the future of the contract.
11. Approach to collaborating with relevant networks to maximise value including coordination with other DFID programmes as relevant.

3.3 Requirements for (post inception) Implementation Stage

The Implementation Stage of CBDRM Phase 1 will be for a duration of 18 months and will include the following deliverables:

- Monthly reports against Implementation Strategy
- Costed work plan (with detailed budget) for months 7-24.

The performance of the selected Supplier (SP) will be managed through a suite of Key Performance Indicators which will be agreed in consultation with the Supplier (SP) during the Inception period.

Based on the lessons learnt from year one a costed work plan for months 7-24 of the CBDRM programme will be developed for DFID Management Committee's approval and the Strategic Committee and then implemented. Before the end of the two year Phase 1, a review will be carried out to determine the future direction of the programme. The result could be a scale up the contract, a reallocation of funds towards another element of the wider programme or a different procurement approach with a potential new Supplier.

4.1 Fund Management Role and Responsibilities

The fund which is made up of different Union Council level and village level funds will be defined, and dispersed according to pre-requisite plans and milestones. This may be delivered through a consortium of different members. In the Fund Management role, the Supplier will be referred to as the Management Agent (MA). The responsibilities of the MA will include:

- Updating the National Disaster Management Agency (NDMA) chaired Strategic Committee on progress Strategic Committee on progress and lessons whilst addressing issues identified by DFID's Management Committee.
- Updating DFID's Management Committee on progress and problems, risks and suggestions for decisions to improve implementation;

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- Ensuring regular programme monitoring for effective delivery of the programme;
- Submission of due diligence assessments, with risk mitigation strategies where necessary, to demonstrate to DFID that the MA has satisfied themselves that the risk of financing the fund recipient is sufficiently low or manageable prior to contract award;
- Negotiating and agreeing budgets with DFID for all approved funding;
- Confirming that proposed funding reflects value for money by using benchmarks, cost comparisons and agreeing formal efficiency savings targets;
- Producing and issuing and signing contracts/grant agreements acting on behalf of DFID;
- Checking, verifying and authorizing all claims, ensuring funds are claimed in accordance with agreed budgets;
- Disbursement of funds to ensure valid claims are paid within agreed timeframes;
- Agreeing with DFID prior to authorising appropriate budget amendments;
- Checking and verifying annual expenditure reports for all projects submitted with the annual narrative reports;
- Receiving Annual Audited Accounts from all fund recipients and verifying that the Supplier(s) funds were expended in accordance with the agreed terms of the contract/grant;
- Dealing with ad hoc enquiries relating to the project; and
- Producing quarterly and annual financial returns showing amounts disbursed, broken down into individual projects in DFID's financial year period.

The MA will actively pursue those recipients who fail to submit annual financial expenditure reports and Annual Audited Accounts on time. The MA will inform DFID of any concerns about reports. The MA will consider withholding disbursements in case of non-compliance on financial reporting.

Due to the nature of these services a client bank account must be opened and used for project fund disbursements. The name and purpose of the account must be communicated to the banking provider and the DFID funds must be segregated from other funds and cannot be considered as resources at the disposal of the MA. The client account must be held with a regulated UK bank or building society to ensure DFID funds are safeguarded. As the DFID funds do not belong to the Supplier they should not be reported within their accounts.

DFID's preferred method is to link payment to milestones. There may be legitimate circumstances for payments to be made in advance to not-for-profit organisations as part of the fund disbursement. The MA will assess and

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agree applications for advance payments from appropriate fund recipients only, liaising with DFID as appropriate. The MA will be expected to keep advance funding to a minimum. Bidders should make clear in their proposed methodology how they will contract, manage and pay the different types of organisation that will be a recipient of monies from the Fund (drawing a clear distinction between profit making and non-profit making recipients).

The Supplier will be expected to send monthly invoices with activities clearly allocated under the different outputs and using a single accounting system for all activities. Payment should be linked to outputs/clear deliverables. The Supplier is expected to be financially strong as DFID accounting rules do not allow advance payments to organisations under supplier contracts. Fees and expenses will be reimbursed on a monthly basis. The payments will be made subject to satisfactory delivery of approved work plans for all outputs. The Supplier will also submit separate statements of expenditure with quarterly reports.

The Supplier will consider and propose options for the best value approach to the pre-funding of grant advances under their fund disbursement responsibilities. This would be addressed in tenders and will be finalised during the Design Phase.

In line with UK Government financial regulations, DFID will not pay in advance of operational need and justification will be required for any DFID payment prior to partner disbursement. Where a payment in advance is approved and the Partner is holding DFID funds, prior to disbursement, funds should be held in a minimum risk interest bearing account. Any interest accruing from these investments will be re-invested within the project.

DFID's funding amount is agreed as per the Great British Pound (GBP) value, as at the date of agreement. DFID's preferred currency for disbursements is in GBP, however where it is more efficient to pay in foreign currency, DFID is prepared to do so. The funding amount will however still be that agreed in GBP and any exchange rate fluctuations will be treated in a similar manner to other project budget changes.

The MA will be required to undertake due diligence assessments of proposals prior to award of fund to ensure close fiduciary control. The assessments, which will require face to face interaction with proposed fund recipients, will ensure that to the greatest extent necessary UK funds are protected from the risk of abuse. The MA will be responsible for satisfying themselves that the risk of financing the fund recipients is sufficiently low or manageable and submit this in writing to DFID prior to award of fund.

Annual audited accounts will be required, clearly reporting against the budget earmarked for each activity. The external audit functions will be outsourced to a reputable independent firm. The firm will monitor and report to DFID the transparency and productive use of the programme funds. This will supplement standard auditing arrangements.

4.2 Technical Assistance roles and responsibilities

The selected Supplier will establish a Programme Implementation Unit (PIU) with the correct technical experience to oversee implementation, ensure quality of implementation, ensure coordination of partners, and be able to work closely with the secretariat to the Strategic Committee and DFID's Management Committee. Accountability of the Strategic Committee will be to DFID and NDMA, and accountability of the DFID Management Committee and reporting of all the components will be to DFID. It is expected that DFID and the PIU will provide Secretariat functions for both Committees. This will be reviewed within the first year to determine whether the UN Agency should provide the Secretariat functions in future.

As mentioned earlier the UN Agency will also conduct training during the first phase in order for the Supplier's downstream partners and relevant government officials to be using appropriate techniques in climate resilient agriculture based livelihoods interventions. The UN Agency will then quality assure the results. It is expected the Supplier will take over following a successful contract extension in Phase 2.

At Provincial level, the management structure will include the relevant PDMA and potentially other relevant line ministry representation.

The PIU will ensure that the correct District-level Supplier consortium members and downstream Fund Recipients will develop relationships with the PDMA and DDMA, relevant delivery partners such as those delivering components two and three as well as delivery partners from DFID's Multi-Year Humanitarian Programme. This will help ensure that preparedness priorities are correctly reflected in the CBDRM work, and that there will be stronger co-ordination between potential humanitarian actors, PDMA, DDMA and CBDRM partners in the wake of an emergency.

5.1 Governance Structure

Strategic Committee:

A Programme Strategic Committee will be set up to provide oversight and policy direction of all the components of the Building Disaster Resilience in Pakistan programme. This will meet twice a year and ensure buy-in from key stakeholders.

The Strategic Committee will be chaired by the NDMA and membership will include but will not be confined to the DGs of the PDMA and DFID. Representatives from the Ministry of Climate Change and Economic Affairs Division of the Ministry, World Bank and Suppliers will be invited as may others who can provide strategic challenge. Other highly complementary programmes, which may be identified, may be invited to become part of the Strategic Committee as observers.

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The Strategic Committee will be responsible for overall policy and strategic direction of the programme as a whole. It will monitor the performance of the implementing partners and consider lessons learnt. It will also ensure linkages are made between the various components of the programme. The results of the Strategic Committee meetings will be recorded in minutes and will inform work plans for subsequent implementation periods.

DFID's Management Committee:

DFID will chair the Management Committee. DG PDMA's and all implementing partners from the three components will be invited to report on progress but also problems which require a management solution. The person who has overall responsibility for the delivery of each component should be represented. The Management Committees will be used to take operational level decisions which require DFID's approval. Through DFID, the Management Committee will help to set the agenda for the Strategic Committee.

The DFID Management Committee will meet every four months and seek to maximise DG PDMA participation. It will provide a way to ensure coherence at a management level between the different components of the programme.

Programme Implementation Unit:

The PIU will be a working unit at the technical level and it shall comprise the technical representatives of the Supplier and appropriate consortium members.

The PIU shall be headed by a Project Manager who shall have technical experience in DRR, community based approaches adaptation and conflict sensitivity. This Project Manager shall be supported by an M&E Specialist, a Gender Specialist, and a Project Assistant. This Project Manager shall report to the lead Supplier's management structures in country, which should include a head of the agency supported by the Finance/Operations Specialist and other relevant administrative staff.

At Provincial level, the management structure will include the relevant PDMA and potentially other relevant line ministry representation. The management meetings would also involve the delivery partners for the second BDRP component (institutional strengthening).

The PIU will ensure that the correct District-level Supplier consortium members and downstream Fund Recipients will develop relationships with the PDMA's and DDMA's. This will help ensure that preparedness priorities are correctly reflected in the CBDRM work, and that there will be stronger co-ordination between potential humanitarian actors, PDMA's, DDMA's and CBDRM partners in the wake of an emergency.

5.2 Co-ordination

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The Supplier will ensure that it reviews, references and implements guidance provided in the National Disaster Management Plan on CBDRM and on early warning.

They will also ensure that appropriate linkages are made to the Institutional Strengthening component of the overall Building Disaster Resilience in Pakistan programme and other DFID programmes such as the Multi-Year Humanitarian Programme. Particular co-ordination is required with the Natural Disaster delivery partners under the Multi-Year Humanitarian Programme, including potential working-level agreements to ensure there is not a duplication of work in CBDRM villages who experience a natural disaster.

The Supplier is expected to work closely with DFID officials and with the relevant sector stakeholders for the delivery of the programme objectives

6. Constraints

The Supplier will need to demonstrate how they will effectively manage the following constraints to programming in Pakistan:

- Security to particular areas of Pakistan can pose a major constraint to access for partners, and monitoring organisations. Depending on whether Government travel permissions are possible, security constraints may mean that only particular local implementing partners are suitable to operate in those areas. Access constraints can change following security incidents;
- There can be a high turn-over of staff in Provincial and District Disaster Management Authorities, meaning that sustained engagement can be difficult to achieve;
- A natural disaster that slows programme implementation given the focus on relief; and
- Sufficient engagement and contribution of communities to the programme.

7. Contract details

7.1 Value for money

The Supplier will need to demonstrate clear value for money at each stage of the contract. This will include demonstrating that administrative costs can be minimised; that management processes (including procurement procedures) are designed to maximise cost-effectiveness; and that funds can be allocated based on evidence of results to ensure the greatest possible impact is achieved. A clear process for measuring value for money should be included within the Monitoring and Evaluation framework described above.

7.2 Budget

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The full value of the programme is £60.5 million with up to £10 million allocated for the first two years of the programme.

7.3 Reporting and Financial Management

The Supplier will produce costed annual work plans, and submit progress and financial reports on a quarterly basis. These reports and DFID annual reviews will be used to assess value for money and performance of the programme and the Supplier.

An inventory of all assets procured under the programme will be maintained by the Supplier. At the end of the programme period or once contracts have been completed, DFID will decide in consultation with key stakeholders how best to dispose of assets acquired with DFID funding.

The programme will be overseen by the DFID Pakistan Resilience Programme Manager and the Resilience Adviser. Support will be provided by the DFID Pakistan Conflict Reduction, Humanitarian and Resilience Team and wider Governance group. The Programme Manager will be the interface between DFID and the Supplier.

7.4 Contract Length

1. The programme will be for 60 months with an extension option of up to 24 months. The contract will have two (2) distinct phases: Phase 1 for 24 months and Phase 2 for 36 months.
2. The Contract will have adequate provision for variation to adapt to changes that occur during the life of the Programme. DFID shall, as a condition of proceeding from one phase to the next, have the right to request changes to the Contract, including the Services, the Terms of Reference and the Contract Price to reflect lessons learned, or changes in circumstances, policies or objectives relating to or affecting the Programme.
 - The Key review points will be at the end of the inception period i.e. after 6 months, 12 months and thereafter annually until the end of the contract. Continuation following a review point will be subject to the satisfactory performance of the consultant during the preceding period, and the continuing needs of the Programme.
 - In addition to the annual review points, proceeding from phase 1 to phase 2 will be subject to acceptance of the proposed phase 2 work plan and commercial proposal. This will be requested at least three months before the end of the Phase 1 contract. Along with a review of

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phase 1, it will form the basis for seeking ministerial approval to proceed to phase 2

7.5 Transparency and Accountability

DFID is committed to ensuring transparency and accountability in all its activities and to ensuring that anti-corruption measures are built in to its programmes and projects. The Supplier is required to set out the ways in which they will meet DFID's high expectations for strong fiduciary management and elimination of corruption at all levels.

8. Duty of Care and Security

The appointed Supplier will be responsible for the duty of care, safety and well-being of their Personnel (as defined in Section 2 of the Contract) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for domestic and business property.

DFID will share available information with the Supplier on security status and developments in-country where appropriate.

DFID will provide the following:

- All Supplier Personnel will be offered a security briefing by the British High Commission / DFID on arrival. All such Personnel must register with their respective Embassies / High Commissions to ensure that they are included in emergency procedures.
- A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier(s) may use to brief their Personnel on arrival.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above.

Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

The procurement will require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the regions in order to deliver the Contract (subject to travel clearance being granted).

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account

Section 3

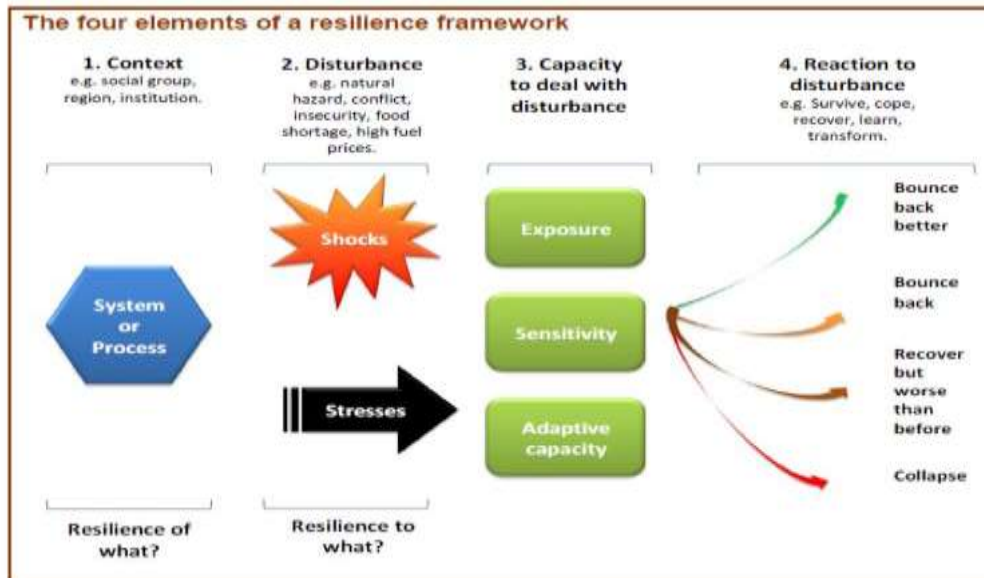
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the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Supplier must ensure their Personnel receive the required level of training and safety in the field training prior to deployment.

Tenderers must develop their Invitation to Tender (ITT) response on the basis of being fully responsible for Duty of Care in line with the details and the initial Risk Assessment Matrix prepared by DFID (see Annex 1 of this ToR)

They must confirm in their response that they fully accept responsibility for Security and Duty of Care.

Annex A: DFID Resilience Framework



Annex B: Sendai Framework for Disaster Risk Reduction (2015 – 2030)

The present Sendai Framework for Disaster Risk Reduction aims to achieve the following outcome over the next 15 years:

The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

To attain the expected outcome, the following goal must be pursued:

Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience.

The seven global targets are:

1. Substantially reduce global disaster mortality by 2030, aiming to lower average per 100,000 global mortality between 2020-2030 compared to 2005-2015;
2. Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 between 2020-2030 compared to 2005-2015;
3. Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030;
4. Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030;
5. Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020;
6. Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of this framework by 2030;
7. Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to the people by 2030.