

**TERMS OF REFERENCE
RISK GOVERNANCE LEAD CONSULTANT FOR TECHNICAL ASSISTANCE TO
GOVERNMENT OF PAKISTAN (GOP)**

THROUGH AN INDIVIDUAL CONTRACT

A. Project Title: Reforms & Innovation in Government for High Performance

B. Project Description:

Public sector reforms feature as a key area on the government's reform agenda, with the highest priority being given to governance reform and innovation which allows federal ministries, departments and agencies (MDAs) to deliver better services and meet the citizens' expectations. UNDP's Reforms and Innovation in Government Project continues to support the federal government in institutionalizing the reform agenda through active engagement in multiple initiatives and interventions designed to improve the performance of civil service and public service delivery. This is being done at two levels: in the short term, through some quick wins such as targeted interventions, case studies and provision of technology-backed solutions and in the longer term, by undertaking comprehensive diagnostics to calibrate and reform institutional structures.

The Foreign, Commonwealth & Development Office (FCDO) and UNDP have signed an MoU that recognizes their common values and desire to support the GoP for the furtherance of the reform agenda. Priorities for joint action include providing technical assistance to the federal and provincial governments through a host of reform interventions. Disaster risk governance is an emerging approach gaining widespread recognition as a key element in risk context and essentially combines the concepts of prevention, mitigation and preparedness with response, to ensure systemic integration of risk in the government's development policy, planning and budgeting processes. Appropriate institutional, policy and legal frameworks are essential. Good governance is expected to elevate disaster risk reduction into a policy priority, allocate the necessary resources to it, ensure and enforce its implementation and assign accountability for failures, as well as facilitate participation by all relevant stakeholders.

The rising frequency and severity of natural hazards and climate induced disasters, conflict and the more recent global pandemic COVID-19 have surfaced the need for adopting an integrated systems approach featuring strong coordination across sectors and a delegation of responsibilities to the local level. The recent unprecedented floods in Pakistan August 2022 impacted 33 million people, displaced 8 million and submerged a third of the country under water. Sindh alone accounts for more than 50% of the overall reconstruction and recovery needs of the country. The Provincial Disaster Management Authority, Sindh is the apex body responsible for disaster management along with the Provincial Planning & Development Department and District Administration. Additionally several other departments (e.g. 17 sectors for post disaster damage & needs assessment) are also involved in different capacities. At the District level, District Disaster Management Authorities headed by the Deputy Commissioner are tasked with relief and recovery operations.

A review of policies, plans and institutional frameworks has revealed a general approach of ad hocism and improvisation towards disaster and risk governance in the province. There is a lack of triggers in disaster response management, especially for slow developing disasters leading to a disconnect between the knowledge and response sides of risk governance. Additionally, with no adequate financing mechanisms in place for disaster management, contingency and emergency funding is almost always resorted to, by the federal and provincial governments. These funds are not embedded in budgets that could be accessed independently of high-level decision-making forums.

Institutions at the provincial level are the central actors in a risk governance framework, responsible for planning, implementing, monitoring and evaluating processes within a province and ensuring coordination among all stakeholders. In addition, they play a pivotal role in integrating disaster management efforts into development policies and programmes in order to reduce the impact of disasters. The intervention proposes broadening support from an exclusive focus on PDMA to engaging with a wider range of ministries, as well as development planning and budgeting apex agencies such as ministries of planning and finance. Using this approach, the assignment seeks to engage a Lead Risk Governance Consultant to provide implementation support to the Sindh Government for strengthening systemic risk governance through effective cross-sectoral co-operation and co-ordination between multiple stakeholders. This will also include incorporating risk governance in planning and budgeting through development of mechanisms for improved fiscal management including monitoring and contingency budgeting for disaster management. The Lead Consultant will also supervise a team of three Support Consultants working in high risk districts of Sindh for streamlining coordination and monitoring at all levels of government.

C. Scope of Work

The objectives of the assignment are:

- A provincial risk governance mechanism in place with clear responsibilities defined at all administrative levels and availability of adequate resources to implement DRM plans at all administrative levels.
- Sectoral development plans include disaster risk budgeting along with a long-term protection plan for critical infrastructure.
- A procedure in place to assess the disaster risk implications of major infrastructure and development project proposals.
- Availability of risk assessments based on hazard data and vulnerability information including risk assessments for key sectors.
- Systems in place to monitor, maintain and disseminate data on key hazards and vulnerabilities.

The key responsibilities of the Consultant include:

- Hold meetings with key stakeholders from PDMA, Planning Ministry, Planning and Development Department and Finance department to help understand the

risk landscape and identify critical risk issues for which there are deficits in risk governance structures and processes.

- Liaise with selected sectoral and multi-sectoral line ministries/agencies for an overview of complementary sectoral responsibilities for disaster risk governance.
- Assist the Sindh Government in establishing a Central Committee comprising of representatives from key ministries and line departments for the governance of critical risks through effective cross-sectoral co-operation and co-ordination between multiple stakeholders.
- Hold regular meetings with the Committee to address structural bottlenecks that impede prompt decision making and identify and resolve areas of inter-ministerial dependency and coordination.
- Provide implementation support to the Committee in:
 - Formulating risk management policies,
 - Defining disaster management coordination structures at provincial, district and local levels with clear allocation of roles and responsibilities of various structures as well as performance targets and accountability channels,
 - Integrating mitigation and prevention measures in interventions for disaster risk reduction,
 - Improving fiscal management by developing contingency budgeting mechanisms to prioritize funding in disaster risk reduction,
 - Monitoring and evaluation of all post-disaster relief and recovery, reconstruction and rehabilitation efforts in the province for assessing the quality and impact of response efforts,
 - Establishing chain of command between different levels of government,
 - Providing mechanism for the participation of local communities,
 - Promoting policy coherence across sectors and monitor policy implementation.
- Supervise the team of support consultants working with the DDMA's at the district level in three identified districts to create capacity for long term programming

D. Expected Outputs and Deliverables

Sr #	Outputs	Deliverables	Timelines	Review & Approval
-------------	----------------	---------------------	------------------	------------------------------

1	Inception Report	An Inception Report outlining the plan of action and timelines	1 st March to 6 th March 2023	National Project Manager, Reforms and Innovation in Government for High Performance
2	Risk Assessment Matrix	A matrix detailing the existing deficits in risk governance policies, structures and processes and identifying areas for strengthening systemic governance.	7 th March- 31 th March 2023	
3	Risk Governance Report	A Report detailing coordination and monitoring mechanisms developed, and key actions taken to resolve critical issues	1 st April to 30 th June 2023	

E. Institutional Arrangement

- a) The National Project Manager, Reform & Innovation in Government for High Performance, UNDP will directly supervise the Contractor, and he/she will be directly responsible to, reporting to, seeking approval/acceptance of output from the National Project Manager.
- b) The frequency of progress reporting is monthly, on a recommended format to be shared and instructed by the National Project Manager. Deliverable reports must be presented to focal points at UNDP.
- c) The Contractor is expected to liaise/interact/collaborate/meet with the relevant stakeholders of the Project.
- d) The Project will provide travel facilities to the Consultant if and when required.
- e) The Project will facilitate the consultant for approval of deliverables and disbursement of payments on time.

F. Duration of the Work

- a) Duration of contract is spread around 4 months.
- b) Estimated time for UNDP to review outputs, give comments, certify approval/acceptance of outputs is 10 working days.

G. Duty Station

The Contractor's duty station for the contract duration is Karachi.

H. Qualifications and Experience

The contractor should possess the following criteria:

- a) Masters degree in Public Policy, Governance, Economics or another relevant field.

- b) Experience in leading multi-disciplinary teams in provincial level projects to deliver in high stress, short deadline situations
- c) 7 years' experience managing implementation of policies and mechanisms in government departments in Sindh;
- d) Experience in conducting and facilitating similar assignments entailing disaster risk management, risk assessments and strategic planning processes, drafting policy, data compilation, results analysis and report writing.
- e) 3 years' experience working with international donor/ development partners;
- f) Technical proposal detailing methodology on how the assignment will be undertaken

I. Scope of Price Proposal and Schedule of Payments

Payment terms for the Contractor are as under:

- i) The amount of contract is fixed regardless of changes in the cost components;
- ii) Payment will be paid upon receipt of deliverables as under:

Deliverables/ Outputs	%age payment
Deliverable 1: An Inception Report outlining the plan of action and timelines	30
Deiiverable 2: A matrix detailing the existing deficits in risk governance policies, structures and processes and identifying areas for strengthening systemic governance.	30
Deliverable 3: A Report detailing coordination and monitoring mechanisms developed, and key actions taken to resolve critical issues	40

J. Documents to be included when submitting the Proposals:

The following documents are requested:

- a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) Personal CV or P11, indicating all past experiences from similar projects, as well as the contact details (email and telephone number) and at least three (3) professional references;
- c) Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology and how they will approach and complete the assignment.
- d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

K. Evaluation

The Individual consultant(s) will be evaluated based on the following methodologies:

Cumulative analysis. The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) Responsive/compliant/ acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the felicitation.
 - Technical Criteria weight; [70%]
 - Financial Criteria weight; [30%]

Only candidates obtaining a minimum of 70% (49 out of 70) points would be considered for the financial evaluation.

Criteria	Weight	Max. Point
Qualification Criteria		
Masters degree in Public Policy, Governance, Economics or another relevant field.	Yes/No	
Experience in leading multi-disciplinary teams in provincial level projects to deliver in high stress, short deadline situations.	Yes/No	
Technical Competencies	70	
7 years' experience managing implementation of policies and mechanisms in government departments in Sindh;	15	
Experience in conducting and facilitating similar assignments entailing disaster risk management, risk assessments and strategic planning processes, drafting policy, data compilation, results analysis and report writing.	20	
3 years experience working with international donor/ development partners;	05	
Technical proposal detailing methodology on how the assignment will be undertaken	30	
Financial	30	
Total score	Technical score 70+Financial 30	
Weight per Technical Competence		
Weak: Below 70%	The individual consultant has demonstrated a WEAK capacity for the analyzed competence	
Satisfactory: 70-75%	The individual consultant has demonstrated a SATISFACTORY capacity for the analyzed competence	
Good: 76-85%	The individual consultant has demonstrated a GOOD capacity for the analyzed competence	
Very Good: 86-95%	The individual consultant has demonstrated a VERY GOOD capacity for the analyzed competence	
Outstanding: 96-100%	The individual consultant has demonstrated an OUTSTANDING capacity for the analyzed competence	

L. Annexes to the TOR

Existing literature or documents that will help Offerors gain a better understanding of the project situation and the work required should be provided as annex/es to the TOR,

especially if such literature or documents are not confidential.

M. Approval

This TOR is approved by *[indicate the name of Approving Manager]*

Signature _____

Name and Designation _____

Date of Signing _____