![GCRSP - Global Crisis Response Support Programme]

Enhancement of Crisis Response Coordination Mechanisms in the Caribbean
Call for Experts

Contents

Background

The Global Crisis Response Support Programme

The Global Crisis Response Support Programme (GCRSP) is a two-year capacity development initiative of the European Union to support Latin American and Caribbean regional organizations to enhance their conflict and disaster early-warning capabilities through mainly tailored human capacity development measures. The programme aims to improve the interconnectivity between crisis response centres and early-warning/situation awareness facilities within the region as well as strengthen cooperation with the EU Crisis Room and other EU institutions in the field of crisis response and early warning. Activities include training, workshops and technical information sessions in Europe covering risk and scenario analysis, early warning, conflict analysis, open source information, knowledge management, and other related topics.

In early 2014, the OAS and CARICOM IMPACS expressed an interest in working with the European External Action Service (EEAS) to strengthen their early warning and political analysis capacities. Subsequently a EUNIDA consortium led by GIZ and supported by the International and Ibero-American Foundation for Administration and Public Policies (FIIAPP) developed the "Global Crisis Response Support Programme" (GCRSP). The aim of the programme is to provide support to the OAS and CARICOM to enhance their conflict and disaster early-warning capabilities through tailored human capacity development measures and institutional support.

Besides the human capacity development measures GCRSP foresees to implement an end-of-programme exercise at the end of the GCRSP in November 2016. The present terms make reference to the development, implementation and evaluation of an exercise in the Caribbean.

Need for Enhancement of Crisis Management Systems in the Caribbean

Introduction

The CARICOM Crime and Security Strategy (CCSS) identified several risks facing the Caribbean Region and categorized these risks into four tiers:

1. The immediate and significant threats to the Region are classified as tier one (1) and they are transnational organized crime: trafficking of illicit drugs and illegal guns; gangs and organised crime; cyber-crime; financial crimes and corruption.

2. Substantial threats or tier two (2) threats are human trafficking and smuggling, natural hazards and public disorder crimes.

3. Significant potential risks or tier three (3) are terrorism and attacks on critical infrastructure.

4. Future risks or tier four (4) risks include climate change, pandemics (and other emerging infectious disease threats to regional health security) and migratory pressure.

Given these threats, it is important for the Region to take coordinated steps to provide a safe and secure environment. Critical to this is the **achievement of several strategic goals** as **outlined in:**

- The CARICOM Crime and Security Strategy as well as
- The Comprehensive Disaster Management (CDM) Strategy 2014-2024.

It is imperative that the region:

- Increase trans-border intelligence and information sharing
- Enhance law enforcement and security capabilities
- Strengthen regional security systems
- Pursue functional cooperative security engagements to tackle and manage shared risks and threats
- Improve the response time to natural and man-made hazards

When there are major crises in the Region there are costly and damaging implications for the life, safety and employment of citizens in addition to the adverse impact on economic sustainability and environmental welfare of States. Given that many CARICOM States are primarily agricultural and tourism dependent, the impact is even more devastating for these small states and often requires several years and substantial resources to rebuild and restore physical infrastructure. The response by CARICOM Member States must be well coordinated in order to mitigate the negative consequences and manage the impact of various types and stages of a crisis.

In order to improve CARICOM's response to various types of crisis it was determined that there is a need to:

i. Strengthen detection and prevention mechanisms such as analytical and early warning systems - these mechanisms should:

- Determine the areas of high vulnerability or susceptibility
- Identify resources and the ability of countries to withstand and deal with a crisis
- Identify the availability of early warning systems.

ii. Establish joint civil protection coordination plans involving CARICOM IMPACS, the Regional Security System (RSS), Caribbean Disaster Emergency Management Agency (CDEMA), the Caribbean Public Health Agency (CARPHA) and other critical stakeholders such as international agencies in the various sectors in order to:

- Develop systems and procedures which will reduce the loss of life and damage to property and infrastructure, as well as the negative social and health impact on individuals and communities.

Information compiled from assessments will play a critical role in developing and implementing comprehensive crisis management plans and identifying the gaps that must be filled to reduce any weaknesses.

A coordinated crisis preparedness/management plan will streamline the coordination of agencies such as CARICOM IMPACS, RSS, CDEMA and CARPHA as well as civil society and the private sector. The plan will also detail rescue and relief efforts to reduce the impact of crises and other disasters and include

activities pertaining to the restoration of critical public services, food and water, telecommunications, energy, transport and emergency health care services.

Information on the existing mechanisms for collaboration between the agencies involved is attached in annex I.

Existing systems within the region

Each of the main agencies (CARICOM IMPACS: RIFC and JRCC, RSS, CARPHA and CDEMA) charged with the responsibility for crisis management in the region has existing systems which seek to secure and protect the region prior to, during and in the post crisis periods. However, in a number of instances there are currently limited systems and protocols in place to facilitate interaction between these complementary systems.

At CARICOM IMPACS through its sub-agencies RIFC and JRCC, the main events/situations which are monitored are related to border security and intelligence. These agencies compile information using national points of contact in the intelligence and immigration and law enforcement fields within the region. There are some external connections such as INTERPOL that provide information and support as necessary. These agencies foster situation awareness, give alerts, draft analytical reports and set off responses. These agencies are able to produce evidence to assist in decision making processes and to trigger responses to national entities in CARICOM Member States as well regional agencies.

With respect to the functions of CARICOM IMPACS and its sub-agencies it is important that enhancements be made:
- To the validation and processing of information and
- To the systems that facilitate the collection, presentation and dissemination of information to other regional agencies and political decision makers for effective decision making and regional coordination.

 The main systems utilized by the agency are:

- The Advanced Passenger Information System (APIS),
- CARICOM Intelligence Sharing Network (CISNET) and
- The Advanced Cargo Information System (ACIS) is soon to come on stream.

The Regional Security System (RSS) is an operational agency that has an ad hoc crisis room that is activated as needs be. In common with IMPACS it also needs:
- To develop and improve its systems.
- To enhance its ability to process information and respond effectively.

Critical to the operations of CDEMA is the Regional Response Mechanism (RMM) which is based on the collaboration and cooperation between CDEMA and a number of key regional organizations. The Regional Coordination Centre (RCC) is a core element of the RRM. It is design as the coordinating hub for emergencies and disasters across the region. These are specific to natural hazards and disasters in the Caribbean. It is activated for every level II or level III emergency as was the case with the impact of Tropical Strom Erika's Impact on the island of Dominica and the impact of Hurricane Joaquin in the Bahamas both in 2015. While the RRM is in place and well established, improvements to the system are required, particularly in the following areas:

- Regional Coordination Plans
- Regional Coordination Centres (RCC)
- Emergency telecommunications system
- Multi-institutional approach to the management of an incident
- Institutional collaboration
- Regional Policy and Operational guidelines
- Standardisation the way in which emergencies are managed

Also critical is the need for capacity building to enable more evidence-based decision making as it relates to early warning systems at the regional and the national level.

The **Caribbean Public Health Agency** monitors national, regional and international infectious disease outbreaks and other events of public health significance (e.g. chemical and radio-nuclear incidents) and gives alerts and sets off responses to the relevant authorities utilizing surveillance data received. It is therefore critical for CARPHA that protocols are established to integrate the various warning analyses and reporting with response mechanisms among the various regional agencies responsible for emergency and crisis management.

Each agency has operations which resemble a crisis or situation room whether established or on an ad-hoc basis. There is a need to:

- Maintain the existing systems in the various agencies and
- Adapt them to changing needs and
- Develop a number of additional tools and systems that will be used to monitor and manage emergency situations and
- Create a situation information hub for all the relevant stakeholders in the Caribbean region regarding all crisis related matters.
- Enable structured interaction between the participating agencies

General Objective, Expected Results and Activities

1. General objective

To enhance the coordination among RSS, CARPHA, CDEMA, CARICOM IMPACS and its sub-agencies- JRCC and RIFC by facilitating the development and establishment of agreed joint civil protection plans and standard operating procedures and by providing a testing environment to assess the validity of the agreed plans and SOPs and a learning opportunity to all actors that might be potentially involved in a natural hazard or man-made disaster response in the region.

The term *Agencies* refers to the regional agencies targeted by the GCRSP: CARICOM IMPACS: RIFC and JRCC, RSS, CARPHA and CDEMA.

The *capabilities* to be verified, further developed and tested are:

⟹ Agencies' analytical, reporting and information management capabilities as well as cooperation and collaboration with stakeholders.

⟹ Transmission and management of information within and between the Agencies.

⟹ The capacity to produce and share collaborative situation awareness reports.

⟹ Cross-sector cooperation and collaboration between the Agencies.

⟹ Decision-making processes and responsibilities with direct impact on the response capabilities of the Agencies.

⟹ Planning, management and prioritization of operational response resources.

⟹ Management and timely activation of a needs-based response and the mobilization of regional and international assets.

⟹ Clearly understood responsibilities and capabilities made possible by the existing MoUs and specific arrangements with other key stakeholders, such as UN agencies, ERCC and other participating states.

The term *phases* refers to calm periods, pre-crisis, crisis and post-crisis.

2. Expected results

The expected results are:

1. *An information exchange system which involves information hubs from all the participating agencies has been established and the operating capability at each of the four information hubs has been improved.*

2. *Agencies have agreed and understood their own and each other's early warning capabilities and the role each of them should play during each of the phases.*

3. *The existing standard operating procedures for early warning and communication processes during each of the phases and especially during a response in the region have been improved and new procedures and plans, where needed, have been established.*

4. *The information exchange system, joint civil protection coordination plans, protocols and standard operating procedures have been tested and assessed in a practical exercise involving all the participating agencies and relevant stakeholders.*

5. *The central information hub system, joint civil protection response plans, protocols and standard operating procedures have been improved via the lessons obtained during the practical exercise.*

6. *The interoperability of the agencies has been improved as a result of the process and the end of programme exercise.*

3. Detailed description of the main activities

The contracted team should work under the supervision of the GCRSP project team and in close cooperation with the Agencies. English shall be the working language for all communications, activities and reports related to this contract.

Activity 1

Initial assessment – Identification of the Agencies current capacities, needs and expectations in relation to the enhancement of the crisis response mechanism in the Caribbean. Understand the currently existing SOPs. Discuss an initial proposal on what the future structures / procedures should be. This activity should provide the contracted team with a thorough understanding of the capacities, needs and expectations of the Agencies. Additionally this activity is expected to harmonize the interests of the different agencies involved in this process as well as to define their responsibilities in relation to the information exchange system.

Activity 2

Design the conceptual and methodological basis of the process – This activity includes the understanding, identifying and presenting of the key didactic and managerial issues to be covered during the project, by presenting a comprehensive project management plan. This includes, but is not limited to, providing a Gantt chart or equivalent together with organograms of different working groups, logistical concerns, resources required, clear descriptions of the quantity and level of involvement of human resources, project control and risk management measures; explaining how the general objective will be reached; further developing and finalizing the proposed methodology and approach.

Activity 3

Planning conference – The outcome from activity 1 and 2 should be presented to the Agencies in a planning conference that will serve to agree on a project management plan. This conference will provide the participants and the facilitators with a space to discuss the identified capacities and needs and to agree on an approach to ensure the changes they need will take place. This common understanding will strengthen and focus the process and will facilitate the identification of the participants who should take part in the future activities.
The participants in this planning conference should be management level staff.
The planning conference should take place 30 days after the start of the contract. Before this activity it is expected that the contracted team will have completed activities 1 and 2.

Activity 4

Scenario and scripts writing – Once the overall approach has been agreed, the contracted team should initiate the writing of the case study that will be used during the end-of-programme exercise. The case study should be based on previous regional situations and should include at a minimum enough decision cycles to test the SOPs and Joint Civil Protection Coordination Plans as well as all the capacities acquired by the participants during the GCRPS training programme. In this regard it is specifically requested that gender and diversity issues be included to facilitate the application of a vulnerabilities and capacity analysis from this

perspective. The scenario should also include a combination of three or more of the following events:

- ❖ Major seismic event
- ❖ Hurricane/storm event
- ❖ Maritime catastrophe
- ❖ Terrorist event
- ❖ An infectious disease event
- ❖ Cybercrime event/activity

Case writing should be carried out in a collaborative fashion involving participants from RIFC. Before final approval of the script, the script and related variations (injects) should be reality checked. Additionally a Master Schedule Events List (MSEL) should be completed.
More details below under Activity 7.

Activity 5

I Workshop – Joint Civil Protection Coordination Plans (JCPCP) – During this workshop the contracted team will facilitate the development of joint civil protection coordination plans and protocols for the Agencies. Focus should be placed on ensuring that:

- ❖ The roles and responsibilities of the various Agencies during each of the phases are clearly delineated.
- ❖ Common or historical failures in crisis responses are taken into account and procedures put in place to avoid such failures (including resilience and redundancy).
- ❖ The joint civil protection coordination plans provide an overall guide as to how threats will be addressed from a regional perspective and define a framework within which each agency will work. The plans must help to identify key emergency support responsibilities during a crisis based on agency mandates, expertise, capabilities and capacities.
- ❖ The coordination plans outline the role, function and responsibility of each agency and how the assignment of leading, coordinating and subordinating roles during a crisis response should take place.
- ❖ The coordination plans should also cover how to encompass emergency response at the local level, strategic engagement at the national level and potential involvement of a regional response and the scaling up to an international response. And how the joint operation will be "stood up/activated" and "stood down/deactivated".
- ❖ The plans should clearly establish how information will be formally communicated and help to reach a consensus on how to achieve clear information channels (full transparency) when a crisis strikes.

Activity 6

II Workshop – Standard Operating Procedures – The contracted team should facilitate the design and development of standard operating procedures (SOPs) for early warning monitoring to apply in all phases paying special attention to when a crisis strikes. The SOPs will apply to the internal activities of each agency and to the regional collaborating mechanisms used for crisis detection, monitoring and prevention with respect to the phases.

The SOPs should be developed, tested and established by the participant organizations with the help of the contracted team and should include but not be limited to the following:

- ❖ The individual daily information management of each Agency.
- ❖ The reporting mechanisms (what is reported, to whom, by whom and when) during the phases.
- ❖ The security elements (situational as well as information security).
- ❖ The legal framework (to ensure that each Agency operates within their legal remit/mandate and that all operations are within the allowed parameters e.g. information sharing).

SOPs should describe the establishment of communication protocols and the organization and functioning of the central information hub and/or crisis cells if needs be, as well as coordination mechanisms between different stakeholders and effective and flexible scaling-up procedures. Scaling up procedure should also contemplate when the response should be scaled up to the international level and how.

Activity 7

Plan, prepare and conduct an end-of-programme exercise (EoPE) – together with the GCRSP project team and endorsed by the participating agencies. The EoPE is a key input of this project. The exercise shall target each agency's information hub as well as the respective managerial decision making level of the agencies and all participating interlocutors that have a direct impact on the crisis response process. The EoPE shall have a particular focus on testing the capabilities outlined in the General Objectives section of this call for experts and should take into account existing regional standards for exercises which will be facilitated by the Agencies and the GCRSP team. The scenario(s) shall allow for the realistic application of the required roles. Field activities and political events are to be simulated if required by the scenario(s). The contracted team shall produce the settings agreed upon in cooperation with the GCRSP project team and participating agencies. During the conduct of the EoPE, each participant will be located in one of the crisis response operational hubs that are taking part in the exercise which may be operating from different physical or virtual rooms. Individuals that take part in the preparation and development of the scenario(s) cannot subsequently be exercise participants and any communication with those involved in the exercise should be avoided for the sake of the exercise. This activity needs to be well coordinated and integrated with previous activities and also includes:

(1) understanding, identifying and presenting the key didactic issues to be covered by the EoPE as described in the General Objective with reference to the capabilities;

(2) understanding, identifying and presenting a plan of the organisation of the logistics for the planning meetings of the EoPE, and any other practical issues such as the place, number of different types of participants, purpose, objectives etc.;

(3) planning, preparing and structuring the EoPE and ultimately ensuring its endorsement by the GCRSP project team and participating agencies and stakeholders;

(5) introducing a number of alternative scenarios to ensure the achievement of the required General Objective with reference to the capabilities.

(6) further developing, testing the reality of, and finalising the agreed scenario, the script and the related variations taking into account the recommendations from, and ultimately ensuring its endorsement by, the GCRSP project team and participating Agencies. Representatives of participating agencies should assist as much as possible in this task;

(7) finalizing the Master Schedule of Events List (MSEL);

(8) organising the conduct of the EoPE (including but not limited to its steering, facilitating, controlling etc.) The contracted team shall identify all the practical arrangements needed for conducting the EoPE;

(9) the contracted team will be responsible for identifying experts to monitor and assess the EoPE;

(10) preparing and disseminating all documents pertaining to the EoPE that once finalized are ultimately endorsed by the GCRSP project team and participating Agencies;

(11) coordinate the presence of the necessary IT support, e.g. Wi-Fi access, communication channels such as audio-conferences, exercise websites, online registration and follow up system, online simulation of alerts, media or social media, motivational video clips etc. It is also preferred that the exercise event injection toolkit EXITO is used for the EoPE
https://sourceforge.net/projects/exito/

(12) organise the preparatory meetings with the Agencies. This also includes the necessary IT support, for instance providing:

    a. an online registration system for all meetings, workshops and the EoPE;

    b. access for the participants to the Global Campus 21 or another similar user friendly document repository;

    c. coordinate with Agencies the provision of WIFI access during the different meetings and EoPE for the contracted team, GCRSP project team and participants;

    d. coordinate with the Agencies access to an audio-conferencing system during the EoPE in order to ensure possible consultations with participants and other relevant stakeholders that cannot be present at the different meetings;

    e. online simulation of alerts and media or social media, etc. based on the scenario of the EoPE;

    f. use of and access to EXITO as the exercise event injection toolkit in preparation for and during the conduct of the command post exercise.

(13) prepare and disseminate all the available, relevant and applicable background documents (e.g. the relevant legal bases, mandates, standard operating procedures of central relevance) and the EoPE specific documents (e.g. scenario, variations, guidance documents). Pertinent parts of the materials should be made available to the GCRSP project team and participating Agencies in electronic format in time to prepare for the different meetings and the exercise.

(14) handling any real media requirements during the exercise (in collaboration with the GCRSP team), including distributing a media release before the exercise begins (if necessary) and coordinating any activity requested to promote the exercise in the news media.

Activity 8

Plan, prepare and conduct an evaluation process – together with the GCRSP project team and participating Agencies in order to gather lessons identified throughout the process and specifically during the EoPE. An evaluation report shall be produced after the EoPE. The actions and responses of exercising participants should be analysed, at first immediately after the end of the EoPE, and later more thoroughly as part of the evaluation report. The contracted team shall focus on the combined results and capabilities and shall refrain from evaluating any participating interlocutor specifically. The contracted team shall however provide the participating interlocutors with methodological guidelines in order for them to develop their own evaluation.

The evaluation process shall be planned, prepared and delivered within the timeframe allocated to this contract and should include significant input from the expert monitors.

This activity includes:

(1) providing an evaluation methodology and evaluation grid for the EoPE, in cooperation with the GCRSP project team and participating Agencies;

(2) conducting a common hot debriefing immediately after the EoPE in cooperation with the GCRSP project team and participating Agencies;

(3) planning, preparing and conducting the evaluation (formal debrief);

of the EoPE in cooperation with the GCRSP project team and participating Agencies;

(4) producing an evaluation report based primarily on the results from the EoPE in cooperation with the GCRSP project team and participating Agencies.

Activity 9

III Workshop – Post-End-of-Programme Exercise – During the post-exercise workshop the participants together with the contracted team will analyse the process and identify areas for improvement, communication bottlenecks, challenges, etc, work out solutions and adapt the SOPs and the plans accordingly. The evaluation report produced for activity 8 will be the basis for this workshop.

Activity 10

Final report – Submit a final report including a self-evaluation and recommendations report on the exercise project upon its completion. The self-evaluation shall provide suggestions concerning exercise project managerial and didactic issues as well as exercise methodological recommendations and other suggestions in regard to a possible follow-up exercise project.

4. Definitions

For clarification purposes please find below a number of definitions of specific terms under this call for experts and for the implementation of the contract:

EoPE / Command post exercises

The EoPE should follow a command post exercise (CPX) model. A CPX is an exercise type in which the deployment of resources is simulated, involving the 24/7 operating cells, headquarters and/or command cells that would be activated in an emergency. A CPX strives to create a situation as close as possible to real events without any "boots on the ground". The exercise participants are likely to operate from their own emergency operating centres or command and control facilities. These exercises often focus on testing the procedures, the decision making processes, interrelations, interplay and coordination of one or several organisation(s) together with the consequences thereof. It will typically concentrate on the policy, interactive elements of emergency response and allow comparisons of interoperability between the different exercise participants.

Scenario and script

While the scenario refers to the lead in and prepared storyline that propels the exercise towards fulfilling its intended purpose, the script provides the directing staff / control staff / expert monitors with an understanding of what events and response from the exercising participants could be anticipated.

The scenario(s) must be developed by the contracted team in close collaboration with the GCRSP project team and participating Agencies.

The number of cycles foreseen for the exercise depends on the number and diversity of participating Agencies. Having more than one cycle provides the possibility to focus on the different capabilities without the need to develop unrealistic cycles. It also provides the possibility to focus on the diverse functions of each Agency. The intentions of the exercise are not to "stress test" the exercise participants but rather focus on the general objective with reference to the capabilities specified in this call for experts.

The scenario(s) must be realistic to ensure that exercise participants take the exercises seriously, and be flexible enough to adapt to unexpected decisions/actions of the participants. The exercise should have a realistic timescale. They should allow for realistic assumptions of the required roles and for different degrees of commitment.

Variations or injects simulating the role of the EU response and other international actors such as OCHA will be discussed bilaterally, on a need to know basis, between the contracted team and the GCRSP project team and participating Agencies, following a full introduction to the policies, processes and tools in place to the contracted team during the planning conference meeting.

Crisis Communication

The term crisis communication refers to the efforts and activities undertaken to inform the public of a potential hazard which could have a catastrophic impact. It also refers to the efforts and activities taken to communicate with the public and stakeholders when an unexpected event occurs that could have a negative impact on a reputation.

EXITO

The exercise event injection toolkit EXITO is the suggested tool to be used during the conduct of the EoPE. EXITO was developed by the Joint Research Centes (JRC) in order to help the moderators of large scale, multi-party exercises. It has been designed as a communication and coordination tool to keep track of the execution of complex exercises with large numbers of injects and players. It enables the exchange of events and reports among users by managing a Master Event List (MSEL); massively injecting events; and collecting feedback from the exercise players. EXITO is web based and can be integrated with a Content Management System (CMS) like Drupal. For more information please see:

https://ec.europa.eu/jrc/en/scientific-tool/exito-exercise-event-injection-toolkit

However, alternative options could be explored.

Main event list and injects

The master / main event list (MSEL/MEL) is a document listing a number of events, incidences and injects that help drive the conduct of the exercise forward and are derived from the scenario. Every event contains a number of incidents and each incident in turn contains of a number of injects. Injects can be allocated directly under an event, thereby skipping the division into incidents, if this proves more adequate for conducting the exercise. An inject is information drafted and inserted in an exercise in order to provoke/promote a response and steer the flow of the exercise. Each inject should be connected to one or several indicators and its use can be in any form of transmission (written, oral, visual, fax, phone, e-mail, web based inputs etc.) preferred and most suitable in order to fulfil its specific purpose.

5. Outputs and deliverables from each activity

No.	Activity	Outputs
1	Initial assessment	1. Needs assessment report, including capacities, needs and expectations and an overview of currently existing SOPs within and between each participating agency.
2	Design the conceptual and methodological basis of the process	2. Project plan
3	Planning conference	3. Planning conference report
4	Scenario and scripts writing	4. Scenario 5. Variations 6. Scripts 7. Master Schedule of Events List (MSEL).
5	I Workshop – Joint Civil Protection Coordination Plans (JCPCP)	8. Workshop material 9. Joint Civil Protection Coordination Plans *draft document* 10. Workshop report – Main findings and recommendations
6	II Workshop – Standard Operating Procedures	11. Workshop material 12. Standard Operating Procedures *draft document* 13. Workshop report – Main findings and recommendations
7	Plan, prepare and conduct an end-of-programme exercise (EoPE)	14. EoPE 15. EoPE documents and material 16. EoPE evaluation report (including information from the hot debriefing)
8	III Workshop – Post-End-of-Programme Exercise	17. Workshop material 18. JCPCP *draft document* revised 19. SOPs *draft document* revised
9	Final report	20. Final report

The timing of the deliverables should be indicated in the project plan. In the case of the EoPE related documents these should be handed to the GCRSP project team at least one month prior to the EoPE implementation. This would allow enough time to ensure that necessary requirements for proper development of the EoPE are in place.

Technical Proposal

In order to be considered for this contract, teams should provide an outline technical proposal addressing how they are planning to implement the requested activities to achieve the General Objective and the results. The technical proposal should provide, at a minimum, the necessary information for awarding the contract. It should take into account the following aspects:

(a) methodology for implementation;

(b) reasons for the proposed methodology;

(d) team proposed for implementation of the contract. The composition of the project implementation team must be fully described. The function and role of each of the team staff in the implementation of this contract should be clearly specified.

(h) a tentative plan of action with a description of activities and their timing.

1. Expert Profile or Expertise Required

The contracted team must comply with the following requirements:

- ⇒ Knowledge and experience in the drafting and development of response plans.
- ⇒ Knowledge and experience in the drafting and development of Standard Operating Procedures.
- ⇒ Proven knowledge and understanding of the work developed within the framework of a situation room or a crisis response information hub.
- ⇒ Knowledge and experience streamlining communication processes among different stakeholders.
- ⇒ Proven experience as facilitators of learning processes.
- ⇒ Excellent facilitation and communication skills.
- ⇒ At least one member of the contracted team must have at least 3 years of professional experience in designing, planning and conducting international exercises within crisis management response.
- ⇒ The team of experts responsible for the management, conduct and evaluation of the exercise must have at least 2 years of professional experience in conducting and evaluating exercises within crisis response management.
- ⇒ The team of experts or expert responsible for developing the scenarios and script of the exercise must have at least 5 years of professional experience in crisis response management to man-made and natural disasters with good knowledge of the policies and legislative developments in the field of crisis management within and outside the Caribbean.
- ⇒ The contracted team must demonstrate the ability to work in English and to be able to deliver all documentation in English.
- ⇒ At least one member of the contracted team must have expertise in the field of drafting reports, surveying techniques, collection of data, quantitative analyses and drafting of recommendations.
- ⇒ The ability to mainstream a gender perspective in the process.
- ⇒ Strong inter-cultural competences along with understanding and empathy with adult learners.
- ⇒ Proven experience in the Caribbean would be an asset.
- ⇒ Proven experience of work within the framework of situation rooms would be an asset.

Evidence of the technical and professional capacity of the contracted team will be assessed on the basis of the following documents:

1. The educational and professional qualifications of the contracted team members. Each member of the contracted team shall provide a Europass curriculum vitae indicating the precise role that the person will have in the contracted team for the implementation of this contract.
2. Any evidence proving the contracted team lead's ability to create a core team.

2. Application of Award Criteria

The contract will be awarded to the proposal presenting **the best value for money**. The following award criteria will be applied:

No.	Qualitative award criteria	Weighting (maximum points)
1.	**Quality of the offer and understanding** This criterion serves to assess whether the tenderer has understood the required activities and all of the issues involved, as well as the nature of the work to be undertaken and the content of the final products. The tenderer shall: 1.1 Elaborate on the specifications which are of importance for the successful execution of activities, in particular its objective and expected results. 1.2 Give an overview on the key issues related to the achievement of the contract objectives and expected results. 1.3 Give an explanation of the risks and assumptions affecting the execution of the contract. 1.4 CVs of experts and their responsibilities in the proposal	30
2	**Methodology** This criterion assesses the suitability and strength of the proposal as measured against the requirements of the specifications in terms of the technical content, completeness, originality of ideas *(where appropriate)* and proposed effort. The tenderer shall give: 2.1 An outline of the approach proposed for contract implementation. Strategies and organisation of the planning and implementation of: ⇒ Needs assessment. ⇒ Planning conference. ⇒ Workshops – Indicating methodology and contents, specifically how the objectives indicated for each workshop will be achieved. ⇒ EoPE and the quality control mechanism.	50
3	**Project management and timetable of activities** This criterion relates to the quality of project planning, the organisation of the team with a view to managing a project of this nature and the availability of the resources for the completion of the contractual activities.	20

The present specifications are consolidated in one single lot. Applicants may consist of different individuals / a team of individual experts, but need one lead expert who is coordinating the overall implementation process and team of experts.

3. Timeline

The contracted team will be in charge of allocating the time to each of the activities in close coordination with the GCRSP project team and the Agencies. For the planning the contracted team shall take into consideration that the planning conference should take place 30 days after the signing of the contract and that all activities shall be completed by the 16[th]of December, 2016. The contracted team will have a month to finalize the final report.

The exercise shall be developed, prepared and delivered within 90 days from the start of the contract.

Deadline for submission of proposals is Friday, 15th of May, 2016.

Commencement of the activities is upon the signing of the contract.

As described above, the timing of the deliverables should be indicated in the project plan.

Applicants may suggest the timing of the activities. However, the EoPE needs to be implemented in November 2016 and all activities need to be concluded by mid-December at the latest.

4. Tentative calendar

Activity 1 – Needs Assessment - Field interviews to gather information on the following: • Currently existing SOPs (within and between the agencies involved). • Agency capacities, needs and expectations. • Discuss a first proposal of how future structures / procedures should look like • Harmonizes expectations of the agencies involved.	To be implemented from the 1st to the 14th of June, 2016
Activity 2 – Concept and Design	June 15th – July 8th, 2016
Activity 3 – Planning Conference	13th of July, 2016
Activity 4 – Scenario and scripts writing	
Activity 5 – Workshop I JCPCP	First fortnight of August, 2016. The duration of the workshop should be between three and five days.
Activity 6 – Workshop II SOPs	Second fortnight of September, 2016. The duration of the workshop should be between three and five days
Activity 7 – Plan, prepare and conduct EoPE	EoPE should be implemented in first fortnight of November, 2016. The actual duration of the exercise is of two days (extended hours)
Activity 8 – Workshop III Post-Exercise	Second fortnight of November, 2016. The duration of the workshop should be between three and five days
Activity 9 – Final Report	Friday, 16 December, 2016

5. Place of performance

The locations of the activities are home-based, Trinidad and Tobago and Barbados.

The location of the indicated workshops needs to be coordinated with the GCRSP project team.

6. Duties and Responsibilities, Logistical Support and Communication

Both the GCRSP team and the groups of experts are responsible for keeping the other party informed regarding any circumstances that might affect the technical assistance.

The GCRSP team and the Agencies will assist the group of experts in all logistical matters during the engagement in the training locations.

The experts group is responsible for the outputs and deliverables. Any possible changes will be first agreed upon with the GCRSP team. Furthermore, the experts group is responsible for keeping the GCRSP team adequately informed of the progress of the activities.

It is expected that the experts group will be working closely with the GCRSP team.

The experts group will provide consent to videotaping or audio recording part of the training course by the GCRSP team or subcontractors.

7. Cost

The total amount of working days allocated for this assignment is 130 working days.

The GCRSP will cover accommodation, meals and transport expenses in line with EC funded contracts.

Travel requirements to USA

Travel to the training location might include transiting in the USA – therefore the expert needs to have applied for an ESTA with sufficient time if necessary. ESTA costs will be covered by the GCRSP.

8. Contact / Q&A

For any question related to the technical specification of the proposal, please contact the GCRSP Project Team at info@gcrsp.eu

9. Annex I – EXISTING MECHANISMS FOR COLLABORATION BETWEEN THE VARIOUS AGENCIES

IMPACS and CDEMA

Recognizing that effective disaster preparedness and management requires collaboration and the streamlining of efforts by various regional and international stakeholders CARICOM IMPACS and the Caribbean Disaster Emergency Management Authority (CDEMA) signed a memorandum of understanding in 2011 to coordinate disaster response and recovery efforts by combining their distinctive competencies to enhance their provision of security and disaster and emergency management services to beneficiary countries and territories.

Cooperation is required in:

- The areas of research and data collection
- Public awareness
- Technical assistance and training
- The development of information and communication systems

The Memorandum of Understanding (MOU) focuses on:

(a) The introduction of a structured approach to preparedness for disaster and emergency management with a specific focus on the role of security;

(b) Enhancing the region's capability in the mobilization and coordination of collective responses to hazard related emergency situations as well as enhancing the quality and timeliness of those responses;

(c) Protocols to define operational roles in CARICOM regional response; and

(d) The use of information and communication technology (ICT) particularly in the development of information and intelligence systems;

IMPACS and RSS

IMPACS and RSS signed an MOU in December 2012. The Objectives of Cooperation are in pursuit of advancing the regional crime and security agenda by enhancing cooperative ties between the Parties. With respect to crisis and emergency management, the two agencies shall:

a) Enhance and establish protocols to define operational roles in CARICOM regional security response(s) as well as provide and share expertise in technical and operational matters;
b) Promote cooperation among the CARICOM Member States in the prevention and interdiction of traffic in illegal narcotic drugs/substances; in national emergencies, natural and other disasters; search and rescue; immigration control. customs and excise control, maritime law enforcement, and combating other threats to national and regional security, among others;

c) Strengthen and coordinate intelligence sharing , between the RSS Intelligence Unit and the Regional Intelligence Fusion Centre, towards a continuous and seamless intelligence gathering across participating CARICOM Member States;

d) Maximize the use of information and communication technology (ICT) particularly in the development of information and intelligence systems;

e) Collaborate in the conduct of research and analysis on appropriate regional responses to crime and security arrangements; and in the determination of trends, methodologies and strategies for crime prevention

RSS with CDEMA

CDEMA and RSS signed an MOU in November 2011, to ensure that the disaster management activities of both agencies were coordinated. The objectives of the Agreement were to strengthen the response capability of the CDEMA Community, strengthen cooperation and coordination between CDEMA and RSS in disaster management and to enhance the quality of the regional response. The areas of collaboration are:

a) Disaster Preparedness – the development and review of annual joint training exercises, development and maintenance of the Regional Coordination Plan and familiarize the constituency about roles and regulations. The RSS therefore assists CDEMA with the training of the CARICOM Disaster Relief Unit (CDRU) and it activation and the CDEMA CU provides disaster management training for the RSS troops undergoing training and exercises.

b) Regional Disaster Response – to include initial damage assessment, the management of relief supplies and logistical support for operations.

CARPHA, the newest agency of all those participating, is working with all the other agencies through various committees. CARPHA is working towards closer collaboration with the other agencies, and this will include the development and implementation of MOUs. This has already been evidenced by a joint regional simulation exercise with IMPACS.