

## TERMS OF REFERENCE

### 1. SUMMARY

- Title:** National consultancy team for urban resilience scoping study and baseline assessment (3 persons)
- Project:** Vietnam Red Cross/American Red Cross: Community-Based Disaster Risk Management in Viet Nam
- Duration:** Part-time, total **90** working days (an average of 30 days for each consultant)
- Dates:** 1<sup>st</sup> December 2013 to 31<sup>st</sup> March 2014
- Work station:** American Red Cross offices, Ha Noi with travel to Quang Nam, Quang Ngai and Ha Tinh
- Reporting to:** Senior Delegate, Disaster Risk Reduction and Climate Change Adaptation, American Red Cross.

### 2. GENERAL BACKGROUND

*'It is reckoned that a defining mark of twenty-first century will probably be, along with climate change, the great movement of human populations out of rural, agricultural life style to densely built, highly diverse environments: cities. Against the backdrop of rapid urbanisation, increasing frequency of hydro-meteorological disaster events, extremely dense and unsafe built environment, inadequate infrastructure and inefficiency of local governance systems have resulted in urbanisation of disasters.*

*Urban disaster risk reduction is a long-term, low-visibility process, with little guarantee of immediate and tangible rewards. However, inaction is not an option and the Red Cross is well placed to make a measurable and positive impact on building resilient urban communities'.*

This quote, taken from the executive summary of a recently completed study, commissioned by the International Federation of Red Cross and Red Crescent Societies (IFRC) aimed at identifying a role for the Red Cross and Red Crescent (RCRC) in urban community resilience programming<sup>1</sup> specifically in the Asia Pacific region.

The study identified four main limitations of existing RCRC programmes and activities in urban areas:

- While most National Societies have a recognized presence in urban areas and are implementing a wide range of activities, the majority of their existing disaster risk reduction programmes have been designed for rural communities or adapted from rural experience.
- National Societies do not systematically gather, simplify and disseminate existing city-level vulnerability and risk information for the public consumption and programming purposes.

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<sup>1</sup> A. Kadihasanoglu & Atoussa K. Parsey, Programmatic directions for the Red Cross and Red Crescent in building urban community resilience in the Asia Pacific Region, Earthquakes and Megacities Initiative, Inc. (EMI), April 2012

- Most of the existing tools of the Federation such as guidelines, training materials and manuals have been designed for rural communities and National Societies face real difficulties in adapting them to their national/local contexts.
- National Societies lack experience in working with local authorities, professional organizations, business and academic organizations, and other local actors in the urban context.

The RCRC is already a major humanitarian actor since most of the National Societies (NS) in the Asia Pacific zone are active in both rural and urban areas in a variety of programmatic areas. There is also an emerging awareness of urban risks and a heightened interest among NSs, their partners and donors to address the needs of the most marginalised and excluded populations.

Strategy 2020 defines the scope of responsibilities for the International Federation and anchors RCRC decisions in actions that serve the well-being and safety of the most vulnerable in any geographical setting.

Therefore, the main question is not what the RCRC should do in urban areas, it is ***“how can the RCRC navigate more effectively and efficiently in complex and dynamic urban environments, and maximise its impacts on behalf of the greatest numbers of people?”***

Four main strategies provided by the study offer ideas on how the RCRC can add a meaningful and scalable value to building resilient urban communities:

1. National Societies can leverage their presence in urban communities and at the same time become fully relevant to the needs and aspirations of the marginalized sectors in urban areas that they serve by facilitating meaningful linkages between these sectors and other key institutions and organizations that work in urban areas.
2. National Societies can scale up their outreach and increase their impact in urban areas by forging partnerships, serving as effective connectors and mobilising resources to form urban coalitions for safety and resilience.
3. National Societies are well positioned to serve as a bridge between the most vulnerable communities and the institutions that govern and serve them.
4. There is a wealth of urban programming experience within the domestic section of NSs in developed countries that should be shared with sister National Societies.

The American Red Cross (ARC) delegation in Viet Nam is currently supporting the Vietnam Red Cross Society (VNRC) in a second phase of a USAID/OFDA programme: *‘Community-based disaster risk management in Viet Nam,’* which began in April 2011. The overall aim of the programme is to increase the resilience and capacities of disaster-prone communities and strengthen the capacity of Viet Nam Red Cross (VNRC) in community-based disaster risk management (CBDRM).

A second phase will build upon previous activity in rural communes. The principal change in this phase is the shift in focus to urban disaster risk reduction (DRR) and climate change adaptation (CCA). Selected urban and peri-urban areas in the three provincial cities of Quang Nam, Quang Ngai and Ha Tinh and a ward in Hanoi will provide the geographic location for the programme, which will continue work to develop the capacity of the VNRC

in CBDRM and contribute to strengthening its overall organizational development. In addition, the programme will build upon lessons learned and experiences from previous OFDA-supported actions in rural communes in these provinces

Phase II of the programme is expected to commence from mid-November. In order to develop detailed actions required to address urban DRR and CCA issues, it is crucial to undertake a comprehensive scoping assessment and baseline analysis in the four localities. This will determine the selection of appropriate wards. In addition, the scoping will include an institutional capacity assessment of the local RC, of relevant government agencies, particularly the municipal ward authorities, C/PCFSC members<sup>2</sup> as well as an assessment of potential local implementing partners.

The results of this scoping study/baseline assessment and analysis will provide valuable information for the VNRC/ARC to prioritise actions for the development of a future comprehensive urban resilience programme as well as provide data for monitoring the implementation of Phase II of the programme with the development of indicators for a comprehensive logframe, in close cooperation with the ARC Bangkok-based M&E Adviser.

A three person, national consultancy team (henceforth the 'National Team') is sought to work closely with the VNRC/ARC and through a participatory and consultative process, develop and carry out an overall scoping study and baseline assessment.

The ARC Delegation, Viet Nam has requested the services of the ARC DC-based urban adviser to support virtually the National Team to undertake this work.

### **3. OBJECTIVES of the ASSIGNMENT**

#### **Main objective**

**Undertake a comprehensive scoping study and baseline assessment for wards of three provincial cities of Ha Tinh (Ha Tinh City), Quang Nam (Tam Ky) and Quang Ngai (Quang Ngai City) and in a selected ward of Hanoi; based on the findings of the analysis, develop programmatic directions and implementation strategies.**

#### **Specific objectives**

1. Undertake a **comprehensive analysis** of the current situation and develop urban profiles in order to inform the selection of, and programming in, each of the four urban areas;
2. Based on the findings of the analytical work above, develop overall **programmatic directions** considering the following areas<sup>3</sup>:
  - community resilience building,
  - social and livelihood protection, and
  - the safety of built environment;
3. Develop **implementation strategies and plan of action** in each provincial city for the next twelve months, including in detail for the first two quarters;

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<sup>2</sup> responsible for implementing the National Strategy for Natural Disaster Prevention, Response and Mitigation to 2020 and the CBDRM Decision 1002

<sup>3</sup> Proposed by the Federation study that are considered to be most relevant to the main challenges and a potential role for the RCRC

4. Develop **indicators** for a comprehensive logframe for the project<sup>4</sup>.

#### 4. SCOPE OF WORK

*To achieve these objectives, the National Team is expected to engage in the following activities with the support and guidance of the VNRC Programme Management Unit (PMU) staff, the Sr. Delegate for DRR & CCA and the ARC Urban Adviser:*

##### 1. Scoping study and baseline assessment for urban profiling:

- a. Develop a **methodology** for the multi-stakeholder consultation process and baseline study and a set of criteria for targeting the most vulnerable communities;
- b. Undertake the **scoping study and baseline assessment** and provide recommendations for target communities in each of the four urban areas for the urban resilience project of the VNRC/ARC; including:
  - i. A **desk review and summary of existing information** regarding demographic information, income disparities, property ownership, literacy, household book ownership, migrations, and ethnicity for each ward<sup>5</sup>;
  - ii. An **initial mapping of urban resilience partners** different consultation meetings with stakeholders prioritizing the agencies and staff involved in the implementation of the relevant urban legislation<sup>6</sup>, including: GoV agencies at national and municipal level, specifically staff of the Standing Office of the CCFSC, the Disaster Management Centre and Department of Dyke Management and Flood and Storm Control academic bodies, institutes, I/LNGOs, other mass organisations, municipal officials;
  - iii. A **capacity assessment** of the Red Cross branches, selected ward municipalities, C/PCFSC members and other main stakeholders and provide advice as to potential partners for the project;
  - iv. **Spatial analysis** (from existing maps, GIS data, satellite imagery) of existing situation (that would combine data from secondary resources and future trends in the area (employment, urban development, land use plans, etc.).
  - v. Develop **urban profiles** for each ward– complete with visual materials (maps and graphics) demonstrating the results of scoping and analytical studies.

##### 2. Based on the findings of the analytical work defined above, develop overall **programmatic directions** for considering the following areas<sup>7</sup>:

- community resilience building,
- social and livelihood protection, and
- the safety of built environment<sup>8</sup>;

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<sup>4</sup> After completion of the report and the development of a detailed implementation plan, the National Team in close coordination with the ARC Bangkok-based M&E Adviser will address monitoring indicators. A one/two day workshop will be organised (costs covered separately by ARC) prior to the debriefing meeting to work on monitoring indicators and baseline

<sup>5</sup> NB. A detailed household survey in the selected wards will be undertaken at a later date

<sup>6</sup> Land use plans - governed by the Law on Land (2003, under MoNRE); General (urban master) plans - directed by the Urban Planning Law (2009, under MoC) and the Urban Classification System – regulated through Decree 42 (2009, under MoC). Other relevant legislation, including the CBDRM Decision 1002, the National Strategy to 2020 and other relevant legislation

<sup>7</sup> Proposed by the Federation study that are considered to be most relevant to the main challenges and a potential role for the RCRC

<sup>8</sup> An indicative list of activity areas for each programmatic area will be provided to the National Team upon contracting

3. Develop **implementation strategies and detailed plan of action** in each provincial city for the next twelve months, including in detail for the first two quarters; including:
  - i. **Prioritization of VNRC actions** – for each ward;
  - ii. Organising a **one-day workshop** with the VNRC, ARC, RC branches and urban stakeholders for each provincial city to develop an overall strategic vision; potential RC partner identification in each locality; identification of wards; and the main strategic themes;
  - iii. A **dialogue** with C/PCFSC officials from the Departments of Construction, Agriculture and Rural Development, Natural Resources and Environment, Planning and Investment, Finance, Education and Training and Health, who are working in DRR/CCA in the selected urban areas, to provide feedback on the scoping results, seek guidance and explore possibilities for engagement and cooperation in each locality;
4. Develop, in close collaboration with ARC staff<sup>9</sup>, indicators for a **comprehensive log frame** for the project. The indicators will be in line the IFRC six characteristics of resilience communities<sup>10</sup>, this will include participating in a one/two day workshop prior to a debriefing meeting to work on monitoring indicators and baseline;
5. Following the scoping missions to all the localities, the National Team are expected to have a **debriefing session**<sup>11</sup> on the results from the scoping study, baseline assessment and partner assessments<sup>12</sup>.

#### **Team of consultants**

To undertake this assignment successfully, a three-person team of national consultants, comprising expertise in urban development, disaster risk management and survey methodologies (including GIS). A team leader will be selected from amongst applicants and be responsible for the overall completion of the tasks outlined in this ToR.

### **5. DURATION of ASSIGNMENT, DUTY STATION and EXPECTED PLACES of TRAVEL**

#### **Timing and duration**

The assignment will be for 30 days for each consultant over a period of 4 months beginning on 1<sup>st</sup> December 2013 and completed by 31<sup>st</sup> March 2014.

#### **Duty station and expected places of travel**

The consultants will be reporting to the ARC office in Hanoi. Three, one week long scoping missions are anticipated, one to each of the three provincial cities of Ha Tinh (Ha Tinh City), Quang Nam (Tam Ky) and Quang Ngai (Quang Ngai City). A further one-week mission will be undertaken in Hanoi to a selected ward.

<sup>9</sup> Sr. Delegate for DRR & CCA and Bangkok-based M& E Adviser

<sup>10</sup> Characteristics of a Safe and Resilient Community: Community Based Disaster Risk Reduction Study ARUP International Development – September 2011, see [http://www.ifrc.org/PageFiles/96986/Final\\_Characteristics\\_Report.pdf](http://www.ifrc.org/PageFiles/96986/Final_Characteristics_Report.pdf)

<sup>11</sup> Specific dates will be scheduled later

<sup>12</sup> This debriefing will include: the Secretary General and President of the VNRC; the leaders of the three provincial Red Cross chapters and Hanoi chapter; the VNRC PMU: the ARC Country Representative, Sr. Delegate for DRR & CC and the Urban Adviser as well as other stakeholders from each of the three provincial cities and in Hanoi.

## Schedule

The National Team will undertake the work in close collaboration with the the VNRC PMU and the Sr. Delegate for DRR & CCA. Exact dates for the three scoping missions will be determined once the team is contracted.

## 6. FINAL PRODUCTS

The **main deliverables** of the ToR are as follows:

1. A **work plan and detailed methodology for the scoping study and baseline assessment**;<sup>13</sup>
2. An initial, **mid-term report** summarizing the findings of the scoping and baseline study including the determination and corresponding justification of which wards to work in (1 ward per city);<sup>14</sup>
3. **Urban profiles** for each selected ward within each city, 4 wards in total, 1 per city;
4. An **overall strategy document** (envisaged as a 1-2 page stand-alone document for each ward);
5. A **detailed final report** in both Vietnamese and English (maximum **20** pages - according a format agreed with the VNRC PMU and ARC) with a 2 page Executive Summary and Annexes.

## 7. PROVISION of MONITORING and PROGRESS CONTROLS

### Monitoring and progress controls

Upon signing the contract, the VNRC PMU and ARC will determine and agree with the National Team a detailed monitoring schedule for the period of the assignment, with clear progress controls, reporting requirements, periodicity, formats and deadlines.

### Reporting

The National Team will report directly to the the Head of the VNRC PMU and the Sr. Delegate for DRR & CCA.

The team will work closely with the the staff of the VNRC PMU for:

1. Liaison with Red Cross chapters, Government partners and other relevant stakeholders in the provincial cities and in Hanoi;
2. Establishing a process to conduct the scoping study, baseline and organizational assessment;
3. Undertaking technical discussions with the VNRC PMU, the Sr. Delegate for DRR & CC and the Urban Adviser for the consolidation of tools, the framework and the agreed methodology.

*NB. The consultancy team must designate a Team Leader who will be responsible for all deliverables, the overall designation of responsibilities and the completion of assigned tasks.*

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<sup>13</sup> ARC and VNRC must agree to this work plan prior to the consultants proceeding with subsequent outputs and deliverables

<sup>14</sup> ARC and VNRC must agree to this selection of wards prior to the consultants proceeding with subsequent outputs and deliverables

Tasks/assignments	Outputs/deliverables	Suggested allocated time	
		Team leader	Two national consultant team members
Produce a work plan agreed with the ARC/VNRC	Agreed <b>work plan and detailed methodology for the scoping study and baseline assessment</b>	1 day	2 days
An initial mapping of urban resilience partners	Initial mapping of urban stakeholders	0.5 day	2 days
An initial, mid-term report summarizing the findings of the scoping and baseline study including the determination and corresponding justification of which wards to work in (1 ward per city)	<b>Mid-term report</b>	1 day	2 days
Develop an urban profile	An <b>urban profile</b> for the four wards	20 days	20 days
Undertake urban analysis	Comprehensive analysis	1 day	4 days
Develop an overall strategy considering three programmatic areas <ul style="list-style-type: none"> <li>○ community resilience building,</li> <li>○ social and livelihood protection, and</li> <li>○ the safety of built environment</li> </ul>	An <b>overall strategy</b>	1 day	5 days
Prioritization of RC actions for each selected ward	Prioritisation of RC options for each selected ward	0.5 day	2 days
Develop a comprehensive log frame, participating in a workshop to work on monitoring indicators and baseline	Comprehensive project log frame	1 day	2 days
A dialogue with C/PCFSC officials	Half day dialogue	0.5 day	2 days
A debriefing session on the results from the scoping, baseline survey and partner assessments	Debriefing meeting	0.5 day	2 days
Produce detailed final report in both English and Vietnamese	A <b>detailed final report</b> in both Vietnamese and English (maximum 20 pages – according to a format agreed with the VNRC/ARC) with a 2 page Executive Summary and Annexes	3 days	7 days
<b>Maximum number of days</b>		<b>30</b>	<b>60</b>

*Main deliverables are in **bold font***

## **8. DEGREE of EXPERTISE and QUALIFICATIONS**

- A university degree at Masters or PhD. level in planning, urban studies, management, or a related field;
- At least 5 years of cumulative experience including working with the Vietnamese Government at national or provincial level, of which at least 2 years with I/LNGOs or the Red Cross in the area of disaster risk reduction or climate change adaptation;
- Familiarity and understanding of DRR, climate change and related scientific, technical, institutional and legislative issues in the country;
- Extensive field experience in urban environments in Viet Nam and an in-depth knowledge of Government and community involvement in DRR and CCA;
- Experience in supporting government, Red Cross or I/LNGO development processes;
- Demonstrated ability and contributions to policy and guideline formulation;
- Past experience in working with governmental structures, the UN, or with other international organizations, would be an advantage;
- GIS experience would be an advantage;
- A background or experience in gender and gender analysis to take into consideration the differing needs of men and women, would be an advantage;
- Excellent communication, networking and interpersonal skills; a team oriented work style; an interest and experience of working in a multi-cultural and multi-disciplinary environment;
- Ability to work together to produce a consolidated final report;
- Excellent spoken and written English and Vietnamese;
- Excellent skills in standard software (MS Word processing, Excel spreadsheets).

## **9. ADMINISTRATIVE SUPPORT and REFERENCE DOCUMENTS**

The consultants will have access to the ARC offices but will be expected to operate independently.

The consultants will also have access to the Red Cross provincial chapter offices in the three provinces.

The VNRC PMU for Urban Resilience will provide the following support to the consultancy team:

- Logistical arrangements for consultants travel to locations outside Hanoi, including scheduling, booking vehicles, flights, hotels, meeting rooms, photocopying and printing, invitation letters, consultations, meetings with government/other officials, local people in the pilot areas related to the implementation of the activities detailed in this ToR;
  - Logistical arrangements for participants from pilot provinces/other locations to attend training events, workshops, seminars, meetings, related to the implementation of the activities detailed in this ToR;
  - Support in obtaining documentation relevant to the implementation of project activities in this ToR.
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#### 10. REVIEW TIME REQUIRED and PAYMENT TERMS

Seven working days is required by the ARC to review/approve any outputs prior to authorizing payments.

The ARC Finance Department shall effect payments to the contractor, by bank transfer to the contractor's bank account (details to be provided in a vendor form completed prior to signing the contract) upon acceptance by the VNRC PMU and ARC of the following deliverables in the ToR:

Three instalments after completion of each phase and acceptance of outputs by the VNRC PMU and ARC, as follows:

- 1<sup>st</sup> payment: 20% of total contract value upon submission and agreement of a **work plan** for the 4 month period;
- 2<sup>nd</sup> payment: 40% of total contract value upon submission of an **overall draft strategy document** (1-2 pages per urban locality) by mid-February 2014;
- 3<sup>rd</sup> and final payment: 40% of total contract value upon submission of an approved **Final Report** – in English and Vietnamese, including all annexes - and other documentation requested in this ToR, by the 31<sup>st</sup> March 2014.

#### 11. CONSULTANT PRESENCE REQUIRED at DUTY STATION/VNRC NHQ or ARC PREMISES

NONE

PARTIAL

INTERMITTENT

FULL-TIME

### **Eligible bidders**

You are requested to submit, in English, a proposal of a maximum 5 pages (excluding Annexes) to undertake tasks related these ToR.

### **Both individual consultants and consulting firms/institutions may submit a proposal.**

An **individual consultant** can submit a proposal. The consultant may, at his/her own discretion engage some team members to work with him/her to deliver the final product. In this case, the consultant will:

- Remain **fully and solely responsible** for and accountable to the VNRC/ARC for the timeliness and quality of all the outputs delivered;
- Submit a **technical proposal including the CVs of the consultant and his/her selected team members** indicating their experience and track record in similar undertakings;
- Submit a **financial offer** with an all-inclusive price required to deliver the final product(s)<sup>15</sup>.

**Consulting firms, institutions** can submit proposals (both technical and financial) with CVs of the proposed team. Consulting firms should also submit a brief profile of their firm.

Your offer, comprising a technical proposal and financial proposal, should reach the following address **no later than 17:00 Hanoi time (UTC/GMT +7 hours), Thursday 21<sup>st</sup> November 2013.**

All bidders must clearly state which months they are available to undertake this assignment.

Preference will be given to bidders with ability to start work in late November/first week of December 2013.

The American Red Cross Delegation in Vietnam  
59 Quang Trung Street, Hanoi.

Email: [amcrossvn@hotmail.com](mailto:amcrossvn@hotmail.com)

**Marked with: *Urban resilience scoping study and baseline assessment – and the name of the Team Leader***

***NB. These Terms of Reference may be subject to change***

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<sup>15</sup> Please also see: UN – EU Guidelines for Financing of Local Costs in Development Co-operation with Vietnam Issued by UN Agencies, the Embassies of the EU Member States and the EC Delegation to Vietnam and the Ministry of Planning and Investment of Vietnam (Version 2009).