

Terms of Reference

Individual Consultant/firm Hiring for Development and validation of integrated training module and conducting ToT on Disaster Risk Reduction, Disaster Preparedness, Emergency Response Procedures, Response Strategies, First Aid, and Shelter Management.

Project Location: Mongla, Bagerhat & Dacope, Khulna

(FOR INDIVIDUAL CONSULTANT/ FIRM)

Title of Assignment	Development and validation of integrated training module and conducting ToT on Disaster Risk Reduction, Disaster Preparedness, Emergency Response Procedures, Response Strategies, First Aid, and Shelter Management for Upazila Disaster Risk Reduction (DRR) Committees, School Based Disaster Risk Reduction Committees (SBDRRC), and Community Based Disaster Risk Reduction Committees (CBDRRC).
Purpose of the Assignment	<p>The purpose of this assignment is to develop, validate, a unified training framework that equips Upazila, School, and Community-Based DRR Committees with the essential skills to minimize casualties and manage disasters effectively. Also to-</p> <ul style="list-style-type: none"> • Bridging the Policy-Practice Gap: Translate the national Standing Orders on Disaster (SOD) 2019 into practical, community-level modules that clearly define the roles of Union and Upazila Disaster Management Committees (UDMC/UzDMC) in protecting children. • Empowering Children as Change Agents: Creating child-friendly, interactive learning materials that allow students (ages 5–18) to lead risk mapping and participate in school "Mohora" (simulations). • Enhancing Risk Communication: Standardizing the project's 3-Flag Early Warning System (Red, Yellow, Green) into a modular training format to ensure consistent and inclusive messaging for the most vulnerable groups, including women and persons with disabilities.
Project Title	SHIELD – Strengthening Hope, Integrated Emergency Leadership, and Disaster Preparedness



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Project Goal	To build resilient communities in disaster-prone areas by empowering children and youth as active agents of change, strengthening community-driven disaster risk reduction and climate change adaptation, and institutionalizing inclusive governance, sustainable livelihoods, and early warning systems.
Component Highlights	<p>This integrated training module serves as a comprehensive roadmap for disaster resilience, merging Risk Reduction and Disaster Preparedness to proactively identify local hazards and establish early warning systems. It streamlines Emergency Response Procedures and Response Strategies into a unified command structure that synchronizes the actions of Upazila, School-Based, and Community-Based committees during a crisis. By providing hands-on training in First Aid for immediate life-saving interventions and technical protocols for Shelter Management, the module ensures that committees are equipped to not only lead safe evacuations but also maintain the dignity, health, and security of displaced individuals in temporary facilities.</p> <p>Example of disasters: Cyclone, Tidal Bore, Flood & Flash Flood, and Earthquake etc.</p>
Project Locations	<p>1) District- Bagerhat Upazila- Mongla Union- Mongla Municipality and Chila</p> <p>2) District- Khulna Upazila- Dacope Union- Kamarkhola, Suterkhali</p>
Technical and Financial Proposal Submission Date	10 February, 2026 at 02:00 PM
Tentative Start & End Date	19th February to 31st March
Report Recipient	JAAGO Foundation Trust (JFT)
Donor Partner	ChildFund Korea (ChorogUsan for children)

1. About the JAAGO Foundation Trust (JFT)

JAAGO Foundation Trust is a national non-government organisation in Bangladesh working to break the cycle of poverty through education, youth empowerment, gender equality and climate resilience. The organisation ensures that every child and young person, including girls and those with disabilities, has access to inclusive and quality learning opportunities. Through its flagship Digital Schooling Program (DSP), JAAGO Foundation Trust bridges rural-urban divides and expands access to high-quality education across the country. Today, the organisation provides education to more than 4,500 underprivileged children and



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engages over 50,000 youth across all 64 districts of Bangladesh, enabling their meaningful participation in education, employment and community development.

Recognising Bangladesh as one of the most climate-vulnerable countries in the world, JAAGO Foundation Trust integrates climate change, disaster risk reduction (DRR) and climate change adaptation (CCA) across its programme areas. Rising sea levels, salinity intrusion, intensified cyclones, water scarcity and displacement affect millions, particularly those living in poverty. The organisation adopts a participatory, community-led approach that empowers youth, women and marginalised groups to understand climate risks, advocate for climate justice, and build long-term resilience.

JAAGO Foundation Trust implements a wide range of climate and DRR initiatives, with a strong emphasis on youth leadership. Through programmes such as the ImaGen Venture Youth Challenge and the Youth Climate Action and Commonwealth dialogues, thousands of young people have been mobilised to design, test and implement climate solutions across Bangladesh. These initiatives strengthen climate literacy, foster innovation and ensure that youth voices contribute to national and global climate conversations.

The organisation also delivers extensive WASH and climate-sensitive community development work. In partnership with WaterAid and the Direct Aid Programme (DAP), JAAGO Foundation Trust has improved access to safe drinking water, promoted sustainable hand hygiene practices, reduced water waste and strengthened resilience in climate-affected communities. Youth-led H2O clubs, courtyard sessions and awareness campaigns have been instrumental in promoting sustainable water and sanitation practices in remote areas.

In addition to WASH initiatives, JAAGO Foundation Trust leads community-based waste management and urban adaptation projects. Through the Korail Clean-up Project, eco-clubs in 30 schools and vertical farming initiatives in southern Bangladesh, the organisation engages youth in environmental stewardship and climate action. These initiatives address methane emissions, waterlogging, salinity and broader environmental challenges while strengthening local adaptive capacities.

Climate feminism is another core area of focus for JAAGO Foundation Trust. The organisation recognises that women face disproportionate impacts of climate change and actively promotes their leadership in climate adaptation efforts. Through partnerships with the Malala Foundation and UNDP Rome Centre, JAAGO Foundation Trust provides capacity-building, awareness, and alternative livelihood opportunities tailored for women and young girls. Initiatives such as climate-smart agriculture, improved cookstove technologies and community sensitisation help empower women as drivers of climate resilience rather than passive beneficiaries.

Together, these efforts reflect JAAGO Foundation Trust's long-standing commitment to inclusion, equity and climate resilience. By integrating education, youth leadership, gender equality and community-based climate adaptation, the organisation supports vulnerable communities in building a sustainable and climate-resilient future for generations to come.



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2. Project Overview

The SHIELD Project aims to build resilience in disaster-prone areas by strengthening community-driven disaster risk reduction (DRR) and climate change adaptation (CCA) systems, with a focus on empowering children and youth. The project will improve local governance, enhance the resilience of communities through climate-smart livelihoods, and institutionalize early warning systems.

3. Key Objectives of the SHIELD Project:

Objective 1: Local and institutional coordination mechanisms for DRR and CCA are strengthened, creating an enabling environment where child-centred disaster governance is systematically promoted and supported by relevant authorities.

Objective 2: Inclusive DRR and CCA governance mechanisms operate effectively at community and institutional levels, ensuring meaningful and active participation of children, youth, women and other marginalized groups. DRR and CCA responsibilities and practices become institutionalised within local and national development planning processes.

Objective 3: Climate change adaptation practices are sustained through the adoption of diversified, climate-resilient livelihoods. Risk reduction and adaptation measures are integrated into local development planning, improving long-term resilience of households and communities in coastal areas.

The baseline, and livelihood assessment will provide evidence to tailor project interventions in Dacope Upazila, and Mongla Upazila, Khulna and Bagerhat Districts based on actual ground needs.

4. Purpose of the Work

The purpose of this assignment is to develop, validate, and finalize high-quality training modules designed to enhance the capacity of Local Disaster Management Committees (UDMC/UzDMC), Youth-led organizations, and Community-based groups. A critical component of this assignment is the development of a child-focused/school-level module on disaster and Emergency Response to ensure school safety and child-sensitive disaster preparedness.

5. Scope of Work

5.1 Module Development & Validation

The consultant shall develop a comprehensive, integrated training module that acts as an operational roadmap for disaster resilience. The content must cover:



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- **Risk Reduction & Preparedness:** Strategies to identify local hazards (Cyclone, Tidal Bore, Flood, and Earthquake) and the establishment of functional **Early Warning Systems (EWS)**.
- **Unified Emergency Response:** Creation of a unified command structure that synchronizes the roles of **Upazila (UzDMC)**, **School-Based (SBDRRC)**, and **Community-Based Disaster Risk Reduction (CBDRRC)** committees to ensure a seamless transition from warning to action.
- **Technical Response Strategies:** Development of protocols for search and rescue, evacuation routing, and communication during a crisis.
- **Life-Saving Interventions:** A practical, step-by-step guide to **First Aid**, focusing on common disaster-related injuries (drowning, fractures, CPR and trauma).
- **Shelter Management:** Technical protocols for managing temporary facilities, emphasizing the dignity, health, and security of displaced individuals (especially children, women, and PWDs).

5.2 Training of Trainers (ToT) Delivery: A specialized 2 day training session designed to equip JAAGO staff and local leads (Approx. 10-12 Persons)

6. Key Deliverables

Deliverable	Description	Timeline
Inception Report	Detailed work plan, training methodology, and initial module outlines for the 6 core pillars. Includes tools for the data collection/desk review phase.	Week 1
Draft Integrated Module	First draft of the comprehensive roadmap, including Unified Command structures, EWS feedback loops, and Child Protection protocols.	Week 2
Visual Aids & ToT Materials	Design of child-friendly infographics, 3-Flag guides, and specialized ToT Presentation Decks/Session Plans for lead trainers.	Week 2-3
Validation & ToT Report	1. Validation: Documented feedback from CPP, FSCD, and JAAGO. 2. ToT Execution: Completion report for the Training of Trainers session, including participant feedback and competency assessment.	Week 4
Final Module Package	Submission of the print-ready "Master Trainer" Module, Trainer Guides, and Participant Handbooks both in English and Bengali.	Week 4



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7. Technical Requirements & Methodology

Child-Centred Design: All materials must use simplified, visual, and age-appropriate language for children (ages 5–18) while maintaining technical accuracy for officials.

Validation with Authorities: The modules must be validated through a workshop involving the Cyclone Preparedness Program (CPP) and Fire Service and Civil Defence (FSCD) and JAAGO to ensure alignment with national standards mentioned in the proposal.

Inclusive Approach: Content must specifically address the protection of girls and women, as the proposal highlights increased risks of GBV and child marriage following disasters.

8. Document Review (Desk Research)

The consultant is required to conduct a thorough review of the following documents to ensure the training modules are evidence-based, technically accurate, and contextually relevant:

National Policy Frameworks: Standing Orders on Disaster (SOD) 2019: To align local government (UDMC/UzDMC) training with their legal mandates.

National Plan for Disaster Management (NPDM): To ensure consistency with national DRR strategies.

FSCD Safety Protocols: Review of Bangladesh Fire Service and Civil Defence standards for school-level emergency procedures.

8.1 Project-Specific Documents:

SHIELD Project Proposal: To align modules with specific project outcomes, target groups (CBERT, SBDRRC), and the 3-Flag Early Warning System.

Baseline Survey & Livelihood Assessment Report: To incorporate identified community gaps, resource needs, and local climate vulnerabilities (salinity, cyclones).

International Standards:

Comprehensive School Safety Framework (CSSF): To ensure child-centered safety measures meet international benchmarks.

IASC Guidelines: For integrating Gender-Based Violence (GBV) and Protection considerations into disaster response modules.

9. Quality Control

Technical Accuracy: All modules must align with the Standing Orders on Disaster (SOD) 2019 and FSCD protocols.



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Inclusivity: Materials must include specific provisions for Gender-Based Violence (GBV) protection and the inclusion of Persons with Disabilities (PWD).

Visual Standards: High-quality illustrations and infographics are mandatory for the school-level and community-led modules to ensure clarity for low-literacy groups and children.

Language: Content must be grammatically correct and culturally appropriate in both Bengali.

10. Submission Checklist for Proposal

The consultant/agency must submit a comprehensive proposal package divided into two distinct envelopes (Technical and Financial):

A. Technical Proposal

- **Profile:**

For an individual consultant: CV demonstrating relevant experience in DRR, First Aid, and application of SOD 2019.

For a firm: Organizational profile demonstrating relevant experience in Disaster Risk Reduction (DRR), First Aid, and application of the Standing Orders on Disaster (SOD) 2019, along with CVs of key proposed experts.

- **Technical Approach & Understanding:** Brief narrative demonstrating understanding of the SHIELD Project objectives, scope, and child-centred DRR approach.
- **Unified Command Structure:** Explanation of how the proposed training modules will integrate a Unified Command Structure across Upazila, School-Based, and Community-Based DRR committees.
- **Methodology:** Concise description of the approach for developing child-friendly training modules and delivering training through participatory methods, including mock drills (Mohora).
- **Work Plan & Timeline:** Activity plan aligned with the total assignment period.
- **Relevant Experience:** At least one (1) sample of a relevant training manual, guideline, or curriculum developed by the firm or individual consultant.

B. Financial Proposal

Itemized Budget Breakdown:

- **Consultancy Fees:** Daily rates or lump-sum for development and delivery.
- **Design & Production:** Costs for professional graphic design and high-quality printing of 15 Master Trainers Module and guideline, and 350 participant handouts.
- **Logistics:** Travel cost.



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- **VAT and Taxes:** Clear indication of any VAT and taxes applicable to the project cost as per Government of Bangladesh regulations.

11. Evaluation Criteria

Criteria	Weightage	Focus Areas for Evaluation
Technical Approach & Methodology	40%	<ul style="list-style-type: none"> • Understanding of the Assignment • Innovation in integrating the 6 core pillars (DRR, First Aid, etc.). • Strength of the ToT design: Quality of the plan to transfer skills to master trainers. • Clarity of child-centric pedagogy and simulation plans (Mohora).
Consultant Experience & Expertise	30%	<ul style="list-style-type: none"> • Proven track record in developing modules aligned with SOD 2019. • Training Experience: Demonstrated ability to conduct ToTs for NGOs or Government agencies. • Technical background in DRR, Fire Safety, and Graphic Design.
Financial Competitiveness	30%	<ul style="list-style-type: none"> • Cost-effectiveness of the professional fees (inclusive of ToT delivery). • Realistic allocation for travel, validation workshops, and printing. • Budget alignment with the project's financial guidelines.

12. Duration of the Agreement

The agreement will be valid for a period of approx. **40 calendar days**, covering the development, validation, and ToT. The contract remains subject to mutual agreement and may be extended if unforeseen conditions (e.g., environmental or political hazards) cause delays beyond the reasonable control of either party.



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13. Mode of Payment

Payment will be made in **two (2) instalments**, subject to satisfactory completion and approval of the corresponding deliverables by JAAGO Foundation Trust. All payments will be made through online banking in accordance with organizational and Government of Bangladesh financial regulations.

- **Payment Stage 1 – Draft Module Submission (50%)**

Upon submission and approval of the **Draft Integrated Training Module and Guidelines**, including draft content for all core pillars and associated training materials.

- **Payment Stage 2 – Final Deliverables & ToT Completion (50%)**

Upon successful completion of the **Training of Trainers (ToT)** and submission and approval of **all final deliverables**, including the validated and print-ready training modules, trainer guides, participant handbooks, visual aids, and the final ToT and validation report.

All invoices must be submitted to JAAGO Foundation Trust with appropriate documentation and will be processed through automatic bank transfer. Any changes to the scope or quantity of deliverables will be settled on an actual-cost basis, subject to prior written agreement.

14. General & Financial Considerations

To fulfil the services stipulated in this Agreement, the consultant may obtain or have access to information concerning JAAGO Foundation Trust. The consultant agrees that, during the term of the contract or at any time thereafter, they shall not disclose any confidential information to any unauthorized person, nor use or attempt to use any confidential information, data, processes, papers, or documents for personal benefit or for the benefit of any other organization, except as required for the proper execution of this Agreement.

All outputs, deliverables, data, reports, and materials produced under this Agreement shall be the property of JAAGO Foundation Trust. Due credit and appropriate attribution will be given to the consultant for their contribution, without conferring any ownership rights.

Payment will be made through automatic bank transfer directly by JAAGO Foundation Trust to the consultant's account held with any scheduled bank in Bangladesh. For payment processing, the consultant must submit an invoice duly describing the agreed deliverables accomplished. The consultant shall also provide complete bank details, including: (i) Account Name, (ii) Account Number, (iii) Bank Name, (iv) Branch Name, and (v) Email Address.



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15. Ownership

JAAGO Foundation Trust will retain full ownership of all data, reports and tools under this assignment.

16. Reporting

Reports must be submitted to:

Name: Md Iftikhar-Ul-Karim

Designation: Sr. Manager, Project Implementation Team

JAAGO Foundation Trust

Email: iftikhar.karim@jaago.com.bd

17. Required Qualifications

The consultant must meet the following minimum requirements:

- Proven track record in DRR/CCA curriculum development in Bangladesh.
- Expertise in School-Based Disaster Management (SBDM).
- Experience working with UDMC/UzDMC structures and the SOD 2019.
- Ability to translate complex policy (like the National Action Plan) into practical, community-level training tools.



18. Risks, Assumptions & Mitigation

Weather-related disruptions, tidal surges, and accessibility challenges in coastal areas may delay fieldwork. These risks will be mitigated through contingency planning, flexible scheduling, and alternative route arrangements.



Community hesitancy or low participation may occur due to limited awareness or mistrust. Engagement of local leaders, school authorities, and DRR committee members will help build trust and encourage participation. Smooth cooperation from local government bodies, schools, and community groups is assumed throughout the assessment period.

All deliverables must meet the agreed standards; if deliverables are incomplete or of insufficient quality, payments will be refunded to JAAGO Foundation in line with organisational policy.

19. Safeguarding

The selected consultant must comply with JAAGO Foundation Trust's Code of Conduct, safeguarding and PSEA requirements.

20. Contact Person

Asif Mahmud, Assistant Manager, Program Implementation Department, JAAGO Foundation Trust, will be available to answer any queries or clarifications regarding this Terms of Reference. He will be available to respond to questions and queries through asif.mahmud@jaago.com.bd during the assignment period.



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21. General Provisions

Publicity, conflict of interest, notices, assignment, and amendments follow JAAGO Foundation Trust's standard contractual protocols.

Prepared By	Approved By
<p>Signature: </p> <p>Name: Asif Mahmud Asst. Manager, Programme Implementation Department. JAAGO Foundation Trust</p>	<p>Signature: </p> <p>Name: Mr. Iftikhar-Ul-Karim Sr. Manager, Programme Implementation Department. JAAGO Foundation Trust</p>



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