

TERMS OF REFERENCE

International Consultancy

International Consultancy for Conducting Multisectoral Simulation Exercises for Public Health Emergencies in Cabo Verde

1. Introduction and Context

The Government of Cabo Verde, through the Multisectoral Commission of the National Coordinating Body of Cabo Verde (CMINC–CV), has been strengthening the National Public Health Emergency Preparedness and Response System, in line with the International Health Regulations (IHR, 2005), the One Health approach, and the recommendations of the World Health Organization.

The results of national capacity assessments, including *the Joint External Evaluation (JEE)*, as well as priority risk and hazard analyses, highlight the need to systematically and practically test coordination, communication, surveillance, logistics, and operational response mechanisms at both national and municipal levels in the face of biological, chemical, environmental, and other threats.

- To address this need, the regular conduct of multisectoral simulation exercises is an essential tool to, among others, assess the actual functionality of contingency plans, identify operational gaps, strengthen inter-institutional coordination, and improve readiness and response capacity for public health emergencies.

In this context, the INC–CV, in close collaboration with strategic partners, intends to recruit a specialized international consultant to support the conduct of annual multisectoral simulation exercises, aimed at testing core capacities based on priority risks and hazards at national and municipal levels, in compliance with WHO standards and guidelines, the IHR 2005, and other regional and global health security instruments.

The initiative is aligned with the Health Security Program for West and Central Africa (HeSP) of the World Bank Group, co-funded by the Pandemic Fund, which aims to support participating countries in strengthening IHR core capacities, harmonizing preparedness mechanisms, and promoting rapid, interoperable, and evidence-based responses.

2. General Objective

Support the Government of Cabo Verde in conducting multisectoral simulation exercises to test and strengthen public health emergency preparedness, detection, and response at national and municipal levels, based on key risks and hazards.

3. Specific Objectives

- 3.1. Train exercise managers to support the execution of the different types of simulation exercises, namely *Tabletop*, *Drills*, *Functional Exercises* and *Field Exercises*;
- 3.2. Develop a technical document of exercises aligned with national and municipal priority risks;
- 3.3. Conduct *Functional* multi-sectoral simulation exercises, involving key sectors and institutional partners;
- 3.4. Test **intersectoral and international coordination mechanisms**, as well as carry out the functional assessment of the essential capabilities of the RSI;
- 3.5. Produce practical recommendations for the continuous improvement of plans, procedures, and operational capacities;

4. Scope of the Consultancy

The international consultant will be responsible for:

4.1. Technical planning of the exercise

- Conduct coordination meetings with the coordinating institution and relevant partners;
- Review strategic and operational documents related to public health emergency preparedness and response;
- Define the objectives, scope, and methodology of the simulation exercise;

Develop the exercise scenario, including the narrative and progression of simulated events.

4.2. Development of exercise instruments

Develop the functional simulation exercise manual;

Develop the facilitation guide for facilitators;

Prepare the **injects** (simulated events) that will guide the evolution of the scenario;

Develop tools for monitoring and evaluating participant performance.

Train the national team in simulation exercise management, namely in developing the purpose, scope, and objectives based on outbreak investigation results; developing scenarios and triggers (injects); defining tasks and responsibilities during the exercise; and conducting debriefings (*hotwash*, in-depth debriefing, report drafting, action plan, and exercise closure).

4.3. Support for the organization and implementation of the exercise

Support the technical and logistical preparation for conducting the exercise;

Conduct briefing sessions with facilitators, evaluators, and the organizing team;

Technically conduct the functional simulation exercise;

Facilitate the **immediate debriefing session (Hot Wash)** with participants.

4.4. Evaluation and systematization of results

Compile and analyze observations collected during the exercise;

Identify strengths, gaps, and opportunities for improvement in response mechanisms;

Prepare the **After Action Review (AAR)** report with technical recommendations;

Propose an improvement plan to strengthen public health emergency preparedness and response capacities.

5. Methodology

The consultancy must adopt a participatory, practical, and results-oriented approach, including:

5.1. Risk analysis and mapping of relevant stakeholders;

5.2. Joint planning with national authorities;

5.3. Use of methodologies and tools recognized by the WHO for simulation exercises;

5.4. Integration of the **One Health approach**, involving human health, animal health, environment, civil protection, security, transport, media, civil society, and other entities that may be involved;

5.5. Assessment based on clear, measurable indicators aligned with core IHR capacities.

6. Expected Deliverables

- 6.1. Technical plan for multisectoral simulation exercises;
- 6.2. Technical Document of the Simulation Exercise;
- 6.3. Preparation of the complete technical package for conducting the functional simulation exercise, adapted to the national context; National team trained in simulation exercise management and conducting AARs, aiming to improve preparedness and response to public health events;
- 6.4. Conduct of the exercises (national);
- 6.5. After Action Review (AAR) report of the exercises (national);
- 6.6. Improvement plan with prioritized recommendations and implementation schedule;
- 6.7. Technical session, executive summary (policy brief) for decision-makers;
- 6.8. Final consultancy report.

7. Duration and Location

The consultancy will have a total duration of **60 working days, distributed over 12 calendar weeks**. The work will be carried out in the City of Praia, with the possibility of partial remote work and travel to other municipalities.

8. Profile and Qualifications of the Consultant

Academic qualifications

- 8.1. Advanced degree (Master's or higher) in Public Health, Epidemiology, Emergency Management, or a related field;

Specific professional experience

- 8.2. Minimum of 7 years of experience in public health emergency preparedness and response, logistics, or crisis planning;
- 8.3. Proven experience in the design and facilitation of multisectoral simulation exercises;
- 8.4. Familiarity with the International Health Regulations (IHR, 2005) and tools from FAO/WHO/WOAH/UNEP;

General professional experience

- 8.5. Work experience in facilitation, multisectoral coordination, communication, and technical writing;
- 8.6. Fluency in Portuguese (mandatory) and knowledge of English or French (desirable);
- 8.7. Proven ability to effectively use core Microsoft Office applications and online communication tools, including Zoom.

9. Supervision and Coordination

The consultancy will be coordinated by the CMINC–CV, in coordination with other institutional and technical partners (WHO, FAO, WOA, UNEP).

Additionally, reporting will be to the Special Projects Management Unit (UGPE) for matters inherent to contract administration.

10. Payment Terms

Payments will be made based on the delivery and validation of the agreed deliverables, in accordance with the schedule defined in the contract, and in compliance with the administrative and financial procedures of UGPE.

11. Deliverables and Indicative Schedule

Table 1. Deliverables and Indicative Schedule

Stage	Deliverable	Indicative Deadline
1	Consultancy Work Plan	Up to 5 working days after contract signature
2	Technical Document of the Simulation Exercise; Preparation of the complete technical package for conducting the functional simulation exercise	Up to 20 working days after contract signature
3	Capacity building workshop on simulation exercise management and conducting AARs, with a duration of 3 days	Up to 25 working days after contract signature
4	Implementation of the exercises (national <i>functional</i> exercises - 7 days)	Up to 40 working days after contract signature
5	After Action Review (AAR) report of the exercises (national);	Up to 45 working days after contract signature
6	Improvement plan with prioritized recommendations and implementation schedule	Up to 50 working days after contract signature
7	Technical session, executive summary (<i>policy brief</i>) for decision-makers;	Up to 55 working days after contract signature
8	Final report	Up to 60 working days after contract signature

12. Intellectual Property and Confidentiality

All deliverables and documents prepared within the scope of the consultancy shall be the property of CMINC-CV. The consultant undertakes to respect the confidentiality of the information obtained and not to use it for other purposes without the prior and express authorization of CMINC-CV.

13. Commitments of the Responsible Entity

- 13.1. Identify the technical team that will accompany the consultant's work at the different stages planned;

- 13.2. Facilitate contacts with the institutions that will be involved in this intervention;
- 13.3. Provide all necessary documentation requested by the consultant who will perform this service;
- 13.4. Support the identification of professionals from the entities that will participate in the simulation exercises;
- 13.5. Inform UGPE of the progress of the work and any identified constraints.

14. Distribution of Fee Payments Based on Deliverables to be Submitted

Stage	Product	Payment Percentage
1	Consulting work plan	10%
2	Technical Document of the Simulation Exercise; Preparation of the complete technical package for conducting the functional simulation exercise	20%
3	Capacity building workshop on simulation exercise management and conducting AARs, with a duration of 3 days	
4	Conduct of the (national) <i>Functional</i> exercises	20%
5	After Action Review (AAR) report of the exercises (national);	30%
6	Improvement plan with prioritized recommendations and implementation schedule	
7	Technical session, executive summary (<i>policy brief</i>) for decision-makers;	
8	Final report	20%