

Flood Management and Mitigation Programme (FMMP)

Terms of Reference Programme Formulation Team (FMMP Phase II)

- Post titles** : **A Senior International Flood Management Expert**
A Senior International Institutional / Socio-Economic Expert
A Senior Riparian Water Resources Management Expert
- Subject** : The formulation of the second phase of the Flood Management and Mitigation Programme, which is to be implemented over the period 2011-2015
- Types of services** : Short term consultancy services
- Duration** : The formulation will cover a period of maximum three months, involving the services of individual consultants for respectively a maximum of 59 to 65 working days each
- Starting date** : **1st May 2010**

The Mekong River Commission (MRC) is completing by the end of 2010 the implementation of the Flood Management and Mitigation Programme, which has been and is being implemented over the period 2004-2010.

The MRC has been engaged in core functions discussions; the findings have been reflected in the emerging directive of the Strategic Plan 2011-2015. Therefore the MRC will continue to play an important supporting role to the MRC member countries in strengthening flood management and mitigation capabilities. See Lit. [1], [2] and [3] and [4].

The MRC wishes to solicit consultancy services of a team of consultants to formulate a follow-up phase of the Flood Management and Mitigation Programme to be implemented over the period 2011-2015.

A team of consultants, composed of one (1) senior international flood management expert, one (1) senior international institutional and socio-economic expert, and one (1) senior riparian water resources management expert, will undertake the formulation.

It is envisaged that the senior international institutional and socio-economic expert assumes overall responsibility for the mission outcome. This however may be adjusted, based on discussions between MRCS and the selected consultants, following considerations of experiences, proven skills and seniority as per curriculum vitae.

1. Background:

After the devastating floods of 2000 and 2001 the Member Countries of the Mekong River Commission (MRC) entered into discussions to take drastic steps towards the reduction of damages to infrastructure, economic losses and loss of lives and livelihoods as a result of extreme floods.

The Mekong River Commission's Joint Committee and Council endorsed the Flood Management and Mitigation Strategy in 2001, which was followed by the implementation of a dedicated Flood Management and Mitigation Programme (FMMP) in 2004. The implementation of the FMMP is supported by a large number of development partners.

The FMMP is following an integrated design and consists of five components:

- Component 1 : The Establishment of a Regional Flood Management and Mitigation Centre
- Component 2 : Structural Measures and Flood Proofing
- Component 3 : Enhancing Cooperation in Addressing Trans-boundary Flood Issues
- Component 4 : Flood Preparedness Management Strengthening
- Component 5 : Land Management

Development partners agreed to make funding available for the implementation of all flood management and mitigation (FMM) activities, which are considered under the FMMP components. Implementation of some activities in the field of flood forecasting and early warning was initiated as early as 2002; other activities in the area of flood preparedness management strengthening and land management were taken up by mid 2004.

Presently a group of seven development partners supports the implementation of the FMMP through funding of dedicated projects and/or entire components. The cumulative support to FMMP in terms of "completed" and "current" projects through direct funding or technical services delivery amounts USD 27.6 million. FMMP is considered one of the major MRC programmes. Implementation of the FMMP over the period of six years (2004-2010) is referred to as "FMMP Phase I". The MRC Joint Committee recently confirmed its interest in the continuation of MRC's support to regional and national

FMM, and expressed its wish to enter into the design of FMMP Phase II the soonest possible. Therefore the ToR for the formulation of FMMP Phase II for the period 2011-2015, in line with five years period of the MRC Strategic Plan 2011-2015, is herewith presented. See Lit. [2], [3] and [4].

By November 2004 or soon after the funding agreements for FMMP's (FMMP Phase I) implementation were signed. By mid 2005 FMMP key staffs had been contracted, and the institutional framework and management structures developed. The Programme Implementation Plan (PIP) was approved by December 2005. The operations of MRC's Regional Flood Management and Mitigation Center (RFMMC) were endorsed in August 2005, allowing the RFMMC to operate within the premises of the Department of Hydrology and River Works of the Ministry of Water Resources and Meteorology (MOWRAM) of Cambodia. By January 2006 FMMP was transferred to a new location, being the dedicated building for the RFMMC in Phnom Penh, Cambodia. The formal hand-over ceremony of the RFMMC building to MRC was celebrated on 5th April 2008.

FMMP is one of the 12 MRC programmes. It has particularly strong ties with the Information and Knowledge Management Programme (IKMP) and the Basin Development Programme (BDP), while links become increasingly strong with the Integrated Capacity Building Programme (ICBP), the Drought Management Programme (DMP; once this latter programme is funded) and the Mekong Integrated Water Resources Management Project (Mekong-IWRM-P)¹. Relationships with other programmes have been / are of a more ad-hoc, less structural character (like with the former Water Utilization Programme (WUP), the Environment Programme (EP), and the MRC Initiative on Sustainable Hydropower (ISH). The linkages between FMMP and other programmes have been well identified in Lit. [7].

With the purpose to periodically document and report the technical and financial progress on output level nine bi-annual progress reports have been presented since mid 2005. At the same time 15 quarterly progress reports on the achieved and planned progress of activities have been developed. A Steering Committee is guiding the implementation of FMMP. FMMP's implementation is directed and monitored by the Director of the Technical Support Division of the MRC Secretariat.

FMMP presented a *“Concept Note for Future Operations of the Regional Flood Management and Mitigation Center”* by June 2009 to serve as a reference document for the formulation (version 9; pdf-file attached). See Lit. [9].

In April/May 2009 a joint Review Mission was carried out by the Royal Danish Embassy and the Royal Netherlands Embassy both in Hanoi, Vietnam, in order to a) review and address the efficiency and effectiveness of the implementation of the FMMP as a whole, and b) review and address the role that *“Support to the Coordination of the FMMP”* project has taken in the overall implementation of FMMP. Besides that, the mission was requested to address the future challenges of the FMMP. The *“Review Mission Report”*

¹ The M-IWRM-P is considered a follow-up activity of the WUP.

is available as well as reference document for the formulation Mission (pdf-file attached).

During the sixteenth meeting of the MRC Council, held 26-28 November 2009 in Hua Hin, Thailand, it was decided that the MRC Secretariat will be hosted in two locations, the Office of the Secretariat in Phnom Penh (OSP) and the Office of the Secretariat in Vientiane (OSV). The timing for implementation would be completed by June 2010, except for the Information Knowledge and Management Programme (IKMP) for which the implementation would be completed by October/November 2010. See Lit. [9] and [11].

2. Present Status:

The five component of FMMP have been gradually developed and achieved in line with the FMM Programme and Component Documents; most of the expected outputs already have been or will have been delivered by the end of 2010; some achievements will be better than expected, some somewhat less, while one output was not achieved ("seasonal forecasting", due to the lack of sufficiently long time series). The assessment is presented in various technical and administrative FMMP documents; the FMMP Review Mission has made its independent assessment of the progress under the various components. Through its interventions, FMMP has provided direct and indirect support to the Member Countries, according to the needs identified during the FMMP design process and which have been well incorporated into the FMMP design.

The countries of the Lower Mekong Basin over the years have been impacted by the negative impacts of floods and flooding. Although significant progress has been made in dealing with floods through improved planning, preparedness, forecasting and warning, emergency management and response, rehabilitation, better land-use etc. reality teaches us that due to rapid economic developments, population growth, infrastructure developments and land-use changes the flood risk only has increased. The regional FMM vision "*to reduce the loss of lives and economic losses due to floods, while maintaining the environmental benefits of floods*", is therefore as valid as in 2001, at the time the vision was formulated. For that reason the formulation of a follow-up of the first phase of FMMP is considered a logical and necessary step.

3. Formulation process:

The MRC through this announcement is taking up the formulation process for Phase II of the Flood Management and Mitigation Programme.

The institutional framework, management structure and implementation arrangements for the FMMP Phase II will have to be identified, specified and described by the consultants in the design documentation and Phase II implementation plan.

The formulation process is required to be “substantially participatory” with which is meant that member countries, National Mekong Committees (NMCs) and line agencies (Las), development partners (who have indicated their interest in the formulation process) and the MRC Secretariat (CEO and senior management staffs, as well as relevant MRC programmes) should be thoroughly consulted and regularly kept up-to-date with the development of the process and its results.

The Formulation Mission will exist of three experts:

A “Senior International Flood Management Expert” (SI-FME) is to assess the technical requirements of the RFMMC in the fields of information technology and communication, data and information sharing, flood forecasting and early warning, hydrologic- and hydraulic modeling, flood protection, flood preparedness, flood mapping, and integrated flood risk assessment and management within a water resources and river basin management context. This requires an expert with a broad range of skills and experiences in these topics. The expert should assess and recommend the products and services, which are in operational use, and are relevant for and (may be) requested by the member countries and other stakeholders/user groups. He should also recommend regarding products and services to be further developed for future operational use, relevant for member countries and other stakeholders/user groups.

A “Senior International Institutional and Socio-economic Expert” (SI-ISEE) will cover the developmental requirements, the appropriateness and suitability of flood management and mitigation (FMM-) products and services, their use and application by line agencies, user groups and other stakeholders to significantly contribute to poverty alleviation, rural development, strengthening livelihoods, and enhancing regional and trans-boundary cooperation. The expert will specify the RFMMC’s requirements regarding the institutional framework, management structure, management- and technical functions and expertise required for sustainable embedding of the RFMMC into the MRC Secretariat. This requires an expert with a broad range of proven skills and experiences in these fields.

A “Senior Riparian Water Resources Management Expert” (SR-WRME) is required to assess the available and required local knowledge and experience, in terms of data and information sharing, available and required regional knowledge and experience of flooding in the Mekong River Basin, institutional capacities and level of preparedness of the disaster management agencies in member countries and their capabilities in dealing with floods. He/she will coordinate the technical inputs from the member countries (if required through working group assignments) for the formulation and to organize the logistics in close cooperation and with support of MRC/FMMP.

The three experts will form the formulation team. Due to the relevance of the institutional aspects and particular settings, the senior institutional and socio-economic expert seems best positioned to assume the function of team leader. However a final position will be taken after having concluded the selection of the three individual experts.

The required qualifications for each of the experts are attached.

4. Approach and methodology:

The Review Mission (Chr. Joy and B. van Woersum, July 2009) recommended three rounds of consultation with the member countries, particularly due to the importance of creating sustainable operational conditions for the RFMMC during FMMP Phase II, as RFMMC's operational functions are considered core functions of the MRC. See Lit. [8].

The National and Regional consultations will address both a) the technical and b) the organizational, managerial and institutional aspects.

Non-Governmental Organizations, representatives of the Civil Society Groups, and River Basin Organizations (if applicable) will be invited for the National Consultations.

The donor commitment will still be unclear during the formulation phase, which is a reason for developing a number of options for donor funding. Careful planning is crucial, as the different rounds of consultation will cover quite a period of time and may run into difficulties of availability of stakeholders. Therefore adjustments in the planning are envisaged.

The formulation will be carried out in four (4) separate steps, which include one (1) round of National Consultations and two (2) Regional Consultations. The maximum period of implementation is 3 months. Some optimization is possible, however the efficiency of the consultation rounds and combination of some efforts are recommended in order to limit the time and costs for the Phase 2 formulation process.

Crucial for the outcome of the Formulation Mission is the level of involvement by the MRC Member Countries during the National and Regional Consultations in identifying the needs, as well as the mechanisms through which the FMMP Phase 2 could best contribute to the implementation of national FMM strategies and plans within the MRC framework.

5. Objectives of the Formulation Mission:

The objectives of the Formulation Mission are to formulate FMMP Phase II.

6. Proposed strategy:

The first phase FMMP will come to a conclusion by November 2010. The new phase 2011-2015 is called FMMP Phase II. As the Regional Flood Management and Mitigation Center is the MRC umbrella for all FMM activities by the end of 2010, Phase II should be considered "the second phase FMM support to the RFMMC". This means that the FMMP is after 2010 no longer the host of FMM activities, but the RFMMC, being a product of FMMP Phase I. The second phase FMM support to the

RFMMC aims at sustaining the Regional Flood Management and Mitigation Center in the shortest possible term. The formulation mission will develop key documents for decision-making, as well as for the implementation of the second phase FMM support to the RFMMC.

The documents must be ready by 31st July 2010 at the latest, as these will be needed for internal MRCS screening and presentation to the MRC Joint Committee for endorsement. After that the documents will be presented to donors for support after JC endorsement.

The following activities will be undertaken to achieve the expected outcome:

1. To review and assess all relevant documentation on the Flood Management and Mitigation Programme and its 5 components. See Lit. [1].

Note: The Literature will provide relevant information. Much more information is available within the FMMP Components, which should be assessed in terms of effectiveness, quality, and completeness. These are essential for the design of the second phase FMMP support to the RFMMC.

2. To review and assess the present FMMP institutional framework, management structure, capacities and capabilities in terms of capabilities, products and services. It should be made clear which products and services are considered ready for “operational use”.

Note: Many systems are operational and its products and services have been disseminated among member countries and other stakeholders. Some products and services are still under development and have been insufficiently tested, and some are still insufficiently “professional” to be shared with member countries and stakeholders/user groups.

3. To draft the requirements for the core functions of the Regional Flood Management and Mitigation Center in Phnom Penh, Cambodia, in technical (systems, products and services), institutional (positions, functions and capabilities required, which products and services belong to core and non core functions) and financial terms.

Note: This is assuming that the RFMMC is the regional center, delivering a suite of FMM products and services to the member countries, some of which are products and services related to respectively core and non core functions, and how the costs for the delivery of these products and services are covered by which financial sources?

4. To draft the requirements for Development and Research functions, related to Flood Management and Mitigation, for the Regional Flood Management and Mitigation Center, in technical, institutional and financial terms. Different options

may be considered, depending on the dimensions of technical cooperation and donor support.

Note: This is assuming that the RFMMC is a regional center, contemplating development & research functions (including development of future products and services, and/or improvement of existing products and services), which have to be determined, and of which has to be indicated how the costs will be covered by which financial sources? See Lit. [6].

5. To draft the institutional framework and management structure required for an efficiently and effectively operating RFMMC.

Note: This provides a document with a description of the requirements for an operational RFMMC, including research and development functions, an organogram, description of positions/functions, tasks and responsibilities, quality assurance, staff intake and assessment policy, communication and reporting lines, financial and administration and general services for operation and maintenance of the RFMMC physical infrastructure (building). See Lit. [5], [6] and Lit. [9].

6. To interact with the MRC programmes on the second phase FMMP support to the RFMMC, especially those related to FMM functions (IKMP, BDP, EP and ICBP) on the content and requirements for cooperation and coordination.

Note: This should describe the relationships in terms of services and support required and the options for FMMP for receiving these services. Types of financial arrangements for payment of services should be incorporated.

7. To consult with the MRC Secretariat and CEO and to adjust the draft material.

Note: The MRC Secretariat should be involved in an early stage to assess issues of sensitive character; if, when and how these should be discussed with the member states.

8. To consult the MRC member countries on the second phase FMMP support to the RFMMC through three rounds of consultation: a) consultation on technical matters, b) consultation on institutional and management matters, and c) consultation on technical and institutional matters together.

Note: The Formulation mission should draft a complete schedule for the formulation and consultation and take into consideration of riparian national holidays, and non availability of representatives of member countries, due to other reasons/business. It is important to incorporate/secure representatives with proper background i.e. professional-level/decision making-levels/-functions relevant for the formulation process.

9. To draft design documents for the operations and future developments of the Regional Flood Management and Mitigation Center for the period 2011-2015, including the institutional framework and management structure, including the required resources to sustain the functions of the RFMMC.

Note: The design documents should be covering all important elements for decision-making level, providing sufficient quantity and quality background information, description and level of detail, schematizations, graphs and tables to allow assessment of the recommendations and decision making. The documents should clarify and facilitate the implementation of the second phase FMM support to the RFMMC. Such document can be best compared with the concept of business plan or Programme Implementation Document (PIP). See Lit. [5].

10. To apply performance management criteria for the RFMMC in terms of a) relevance, b) effectiveness, c) impacts, d) efficiency and e) sustainability in line with the Performance Management Guidelines at the MRC. See Lit. [12].

Note: The design documents should adhere to the reporting requirements of the MRC. Apart from the reporting requirements about the progress of the implementation of FMMP Phase 2 for MRC and development partners, bi-annual reporting should address the performance management criteria, based on the underlying MRC principles, such as learning, external accountability, contestability, stakeholder participation, transparency and efficiency of the system.

7. Climate change consideration:

In the Concept Note it is mentioned that Climate Change aspects should be merged into the FMMP Phase II. This however does not highlight the relevance of FMMP Phase II to forward climate change aspects in the Lower Mekong Basin in the context of flooding and adaptation. The RFMMC has modeling capabilities for the mainstream of the Mekong and the floodplain of Cambodia and the Vietnam Mekong Delta. These modeling capabilities are being extended to identifying the effects of extreme flood events as a result of climate change. Modifications of the 97 years of records of the Mekong hydrograph are considered, so impact and adaptation options can be considered in the affected areas, particularly concerning the vulnerable communities living in those areas. The RFMMC can therefore play a particularly effective role in addressing the impact of climate change in terms of geographical areas and effect of flooding, but also in the design and selection of adaptation measures.

The formulation mission should therefore address these capabilities in terms of products and services of the RFMMC. These climate change applied technology capabilities are extremely effective for implementation of adaptation. The role which the RFMMC potentially may play in adaptation to climate change should be made explicit in the documentation. See also Lit. [10].

8. MRC Strategic Plan and MDGs:

In the Concept Note for National consultation for the formulation of the Strategic Plan 2011-2015 emphasizes the need for MRC and its programmes, where possible, for a clear link to the UN Millennium Development Goals. In this regard attention should be given to the relevance of the FMMP Phase 2 for Goal 1: “*Erradicate extreme poverty and hunger*”, Target 1A: “*Halve the proportion of people living on less than 1\$ a day*”, Target 1C: “*Halve the proportion of people who suffer from hunger*”, and for Goal 7 “*Ensure environmental sustainability*”, Target 7A: “*Integrate the principles of sustainable development into countries policies and programmes; reverse loss of environmental resources*”.

In the core functions discussions, MRC has listed 7 core functions. The FMM functions have been identified under Function 4: “*Forecasting, warning and emergency response*”, while FMMP is reflected in most of the other 6 functions.

Taking into consideration the establishment of a more and more performance oriented approach by MRC programmes, the Formulation Team should make the justification for FMM functions and the relationships with the MDGs and the MRC Strategic Plan 2011-2015 explicit in the Phase 2 design documents².

Not only effective linkage between FMMP Phase 2 and other MRC programmes, but also joint implementation is required for addressing the MRC Strategic Plan 2011-2015 goals and MDG targets³.

9. Required Outputs

The reporting of the Formulation Mission should contain the following elements, to a level of detail that these elements can be used “in principle” for direct practical application:

1. A description of the institutional framework and management structure of the RFMMC for a) the Core activities and b) the Research & Developmental activities;
2. A description of the organogram thereby detailing the main tasks and responsibilities for all staff functions of the RFMMC;
3. Dedicated recommendations for the contracting and conditions to secure longer term involvement of director, operations manager, regional expert staffs, support staffs and consultants;

² The team needs to formulate the objectives, outcomes and activities, as part of the “result chain”. The incorporation of a logical framework is recommended.

³ FMMP Phase 2 may consider its contributions to the MDGs to be implicit in its design, if this design is well aligned with the MDG related development priorities of the MRC Member Countries.

4. Recommendations of options for donor funding; proposal of a number of packages of clustered Research & Development activities for the development / enhancement / completion of quality products for the RFMMC, including expertise, timeframe and cost estimate required;
5. A description of the reporting and coordination system of the RFMMC required for interacting with MRC management, member countries and user groups;
6. A description/specification of the existing products of the RFMMC, as well as the expectations for the development of additional products on the short (1-2 yrs), medium (3-5 yrs) and longer term (> 5 yrs); (relation with #4)
6. Recommendations to sustain the quality assurance over time of the RFMMC products and performances;
7. Estimates of the annual costs over the period 2011-2015 for the operations of the RFMMC, specified for a) the Core Functions and for b) the respective Research & Development options.
8. Recommendations regarding the sources of and modalities for funding for a) the Core Functions and for b) the respective Research and Development options for the period 2011-2015 and thereafter with the objective to sustain the operations of the RFMMC.
9. Reports will include among others: a) executive summary, b) a ppt-presentation of the approach and methodology, main outcomes; conclusions and recommendations, c) Minutes of all meetings, d) mission itinerary, e) ToR.

10. Deliverables:

After Step 1: "National Consultations", the Formulation Team will propose a structure for the Mission Reports, regarding the organizational, managerial, institutional and technical aspects. The proposed structure needs approval of MRCS/FMMP prior entering into Step 2: "First round Regional Consultation".

Step 3 comprises the drafting of Mission Reports for FMMP Phase 2.

Draft Mission Reports will be discussed and presented to MRCS (including ppt-presentation) prior to conducting Step 4: "Final round of Regional Consultation" (30 hard copies and 2 electronic files on CD-roms).

The comments/suggestions, collected during the "Final round of Regional Consultation" (step 4 meeting), will be forwarded to the Formulation Team by FMMP through e-mail within 2 weeks after completion of the meeting.

Final Draft Mission Reports will be submitted by the Formulation Team to MRCS within 4 weeks after completing the “Final Regional Consultation” (step 4). The Final Draft Mission Reports will consist of 30 hard copies and 2 electronic files (CD-roms).

The Final Mission Reports logically incorporate the Programme Documents as per “Expected Outputs”, mentioned in Section 9.

11. Time involvement:

Based on the tentative timeframe the following involvement can be deducted:

SI-FME (Senior International Flood Management Expert)
 SI-ISEE (Senior International Institutional and Socio-economic Expert)
 SR-WRME (Senior Riparian Water Resources Expert)

Step 1:

First round: National Consultations:

SI-FME, SI-ISEE & SR-WRME: 16 days Mekong region
 SI-FME, SI-ISEE & SR-WRME: 7 days home country

Step 2:

Third round: Regional Consultation:

SI-FME, SI-ISEE & SR-WRME: 7 days Mekong region
 SI-FME, SI-ISEE & SR-WRME: 7 days home country

Step 3:

Drafting Programme Documents FMMP Phase 2

SI-FME & SI-ISEE: 12 days home country
 SR-WRME: 6 days home country

Step 4:

Final Regional Consultation:

SI-FME, SI-ISEE & SR-WRME: 7 days Mekong region
 SI-FME, SI-ISEE & SR-WRME: 9 days home country

Total SI-FME: 30 days Mekong region
 35 days Home country
 Total SI-ISEE: 30 days Mekong region
 35 days Home country
 Total SR-WRME: 30 days Mekong region
 29 days home country

FMMP will request the National Flood Units (NFUs) in each of the MRC member countries to work closely together with the Senior Riparian Water Resources Management Expert (SR-WRME) to organize the consultation meetings. FMMP will be responsible for the overall organization of the consultations. FMMP will seek the

cooperation of the National Mekong Committees, which is crucial for the consultation rounds to be successful. Participation of a broad representation of stakeholders involved in flood management and mitigation (National Mekong Committee, line agencies, NGOs, civil society organizations) is considered essential for the quality of the formulation process.

The period of implementation is defined from 1st May 2010 until at the latest 31st July 2010 (maximum 3 months).

12. Qualifications required:

Qualifications for the Senior International Flood Management Expert

Required are the following qualifications:

- a. The Consultant must have a MSc. or PhD level university degree;
- b. The Consultant must have long term (demonstrable) experience in the field of expertise required;
- c. The Consultant must have a minimum of 15-20 years working experience for international organizations in the field of flood management and mitigation (soft and hard measures);
- d. The Consultant must have at least 5-7 years working experience in one or more Mekong Countries;
- e. The Consultant must have substantial experience working with Government agencies;
- f. It would be considered an advantage in case the Consultant possesses experiences and skills in dealing with transboundary flood issues;
- g. It would also be considered an advantage in case the Consultant is an international expert, stationed in one of the Mekong Countries.

Qualifications for the Senior International Institutional and Socio-economic Expert

Required are the following qualifications:

- a. The Consultant must have a MSc. or PhD level university degree;
- b. The Consultant must have long term (demonstrable) experience in the field of expertise required;
- c. The Consultant must have a minimum of 15-20 years working experience for international organizations in the field of institution building, institutional strengthening and development cooperation;
- d. The Consultant must have at least 5-7 years working experience in one or more Mekong Countries;
- e. The Consultant must have substantial experience working with Government agencies;
- f. It would be considered an advantage in case the Consultant is an international expert, stationed in one of the Mekong Countries.

Qualifications for the Senior Riparian Water Resources Management Expert

The following qualifications are required:

- a. A post-graduate degree and professional qualifications in Hydrology, Water Resources Management, Civil Engineering or similar;
- b. At least 15 years of experience in design, implementation and administration of programmes and/or projects in water resources and/or flood management;
- c. A substantial knowledge and experience in trans-boundary river/water resources management is a prerequisite;
- d. Experience in project planning, budget management, programming, execution, and coordination in large river basins preferably international basins with strong organizational and coordination skills is required;
- e. Experience working in an international environment;
- f. Knowledge of MRC and its activities and working experience in the MRC member countries will be an advantage.

13. Recommended literature:

[1] The Flood Management and Mitigation Programme document and 5 Component documents, MRC, Vientiane, 2004.

[2] The MRC Strategic Plan, 2006-2010, MRC, Vientiane, 2006

[3] The (draft) Concept Note for National Consultations for formulation of the Strategic Plan 2011-2015, MRC, Vientiane, 2009

[4] Note for Information, Discussion on Core Management Functions of MRCS and Preparation for Strategic Plan 2011-2015, MRC, Vientiane, 2009

[5] The FMM Programme Implementation Plan, MRC, Phnom Penh, 2006

[6] The Roadmap Mission Report, Terry Malone and Warren Martin, 2006

[7] The Detailed Terms of Reference for FMMP Coordination; Danida Support for Programme Coordination, Project C1P2, MRC, Vientiane, 2006.

[8] The FMMP Review Mission Report, Royal Danish Embassy and Royal Netherlands Embassy, Hanoi, Bert van Woersum and Chris Joy, July 2009

[9] Concept Note on the Development and Future Operations of the Regional Flood Management and Mitigation Center, MRC-FMMP, Version 9, dated 4 December 2009

[10] The Climate Change and Adaptation Initiative, MRC, Vientiane, 2009

[11] Report of the MRC Council meeting, held on 24-26 November 2009 in Hua Hin, Thailand

[12] Performance Management at the MRC, Guiding Principles, MRC, Vientiane, 2009.

Note: The literature will be shared after the Consultants Team has formally received the assignment.