



## REQUEST FOR PROPOSAL (RFP)

### **CONSULTANCY TO DEVELOP AN ENTERPRISE RISK MANAGEMENT FRAMEWORK AND BUSINESS CONTINUITY PLAN FOR KENYA FOREST SERVICE.**

To All Interested and Qualified Firms	DATE: August 4, 2021
	<b>REFERENCE: RFP/UNDPKEN/016/2021</b>

Dear Sir / Madam,

We kindly request you to submit your Proposal for developing an enterprise risk management framework and business continuity plan for Kenya Forest Service. Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

In the course of preparing and submitting your proposal, it shall remain your responsibility to ensure that it is submitted into the system before the deadline. The system will automatically block and not accept any bid after the deadline. Kindly ensure that supporting documents required are signed and in the .pdf format, and free from any virus or corrupted files.

It shall remain your responsibility to ensure that your quotation is submitted on or before the deadline indicated by UNDP in the E-Tendering system. Bids must be submitted in the online E-Tendering system in the following link: <https://etendering.partneragencies.org> using your username and password. If you have not registered in the system before, you can register now by logging in using

username: event.guest  
password: why2change

and follow the registration steps as specified in the system user guide. Your proposal must be expressed in English, and valid for a minimum period of 120 days from the bid closing date. You are kindly requested to indicate whether your company intends to submit a Proposal by clicking on "Accept Invitation".

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected. Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP. UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Please be advised that, if selected, you will be required to sign a UNDP contract and work under UNDP contract terms and agreement. UNDP will not sign any external contracts or agreements other than the UNDP contract.

Thank you and we look forward to receiving your Proposal.

Yours sincerely,  
Taye Amssalu  
Deputy Resident Representative (Operations)  
Date: 04/08/2021

## Annex 1

### Description of Requirements

Context of the Requirement	The objective of the assignment is to facilitate Kenya Forest Service (KFS) in developing an integrated Enterprise Risk Management (ERM) framework and Business Continuity Plan (BCP) to ensure that all the current and future material risk exposures of KFS are appropriately identified, quantitatively and qualitatively assessed, appropriately mitigated, and monitored.
Implementing Partner of UNDP	Ministry of Environment and Forestry
Brief Description of the Required Services <sup>1</sup>	<p><b>The objective of this assignment is to undertake Development of an enterprise risk management framework and business continuity plan for Kenya Forest Service.</b></p> <p><b>Scope of the Assignment</b></p> <p>The consultancy firm will be expected to: -</p> <ol style="list-style-type: none"> <li>1. To review and undertake gap analysis in line with best practice and standards on Institutional Risk Management mainly ISO 31000:2018 Risk management standard and Treasury circular No. 3:2009.</li> <li>2. Develop an Enterprise Risk Management framework for Kenya Forest Service aimed at: <ol style="list-style-type: none"> <li>i. Harmonizing the existing risk management policies.</li> <li>ii. Developing the governance and reporting structures for risk management.</li> <li>iii. A suitable basis for quantifying and prioritizing key risks identified</li> <li>iv. Determining Kenya Forest Service's risk profile and risk appetite.</li> <li>v. Assessing, analysing, profiling, ranking of identified risks.</li> <li>vi. Developing of mitigation strategies as well as aligning the risk management to strategic planning.</li> <li>vii. Establishing within KFS business operations a process for regular and continuous identification, assessment, quantification and prioritization, treatment, and monitoring of key risks within Kenya Forest Service.</li> <li>viii. Reviewing internal administrative and technical operating structures of the Service with a view to identifying rectifying and closing loopholes/gaps/ambiguities within the system.</li> </ol> </li> <li>3. Develop a Business Continuity Plan, this will include:</li> </ol>

<sup>1</sup> A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

	<ul style="list-style-type: none"> <li>i. Review of Policies, Frameworks and Programmes on which Kenya Forest Service operations are anchored. This is aimed at assessing their responsiveness to risks.</li> <li>ii. Review Kenya Forest Service Strategic Plan and other Plans to understand the interlinkages, gaps, practices, and potential risks. This is will be aimed at injecting resilience and mitigation to the operational systems.</li> <li>iii. Undertake a review of Kenya Forest Service and its stakeholder's relationship, this will flag out relation risks and mitigative actions needed.</li> <li>iv. Conduct a situational analysis of KFS business plan and operations with a view to proposing the necessary risk mitigation and sustainability packages.</li> </ul> <ol style="list-style-type: none"> <li>4. Provide training on Enterprise Risk Management and Business Continuity Plan to the Board, Management, Internal Audit, Risk Champions, and Kenya Forest Service Staff.</li> <li>5. Provide automation options of Enterprise Risk Management process &amp; Business Continuity Plan based on the methodology adopted.</li> <li>6. Provide recommendations on a framework for quality assurance in Kenya Forest Service entire operations</li> </ol>
List and Description of Expected Outputs to be Delivered	<b>A. KEY DELIVERABLES/EXEPECTED OUTPUTS</b> <ol style="list-style-type: none"> <li>1. Inception Report</li> <li>2. Revised Kenya Forest Service (KFS)'S ERM framework policy, tools and templates, including functional risk registers, risk tolerance levels &amp; risk heat maps; with a clear methodology for monitoring and reporting risks across Kenya Forest Service.</li> <li>3. Business Continuity Plan</li> <li>4. Training reports on the ERM process for all the groups and other relevant feedback noted during the training</li> </ol>
Person to Supervise the Work/Performance of the Service Provider	The team will have reporting requirements to the REDD+ Technical Specialist and with the daily supervision Safeguards Specialist
Frequency of Reporting	As per calendar days in the TOR
Progress Reporting Requirements	Regularly (frequency and format to be agreed upon at the start of services)
Location of work	<input type="checkbox"/> Exact Address/es <i>[pls. specify]</i>  <input checked="" type="checkbox"/> At the Contractors Location with scheduled meetings at the Ministry offices and with PMU team
Expected duration of work	50 working days.
Target start date	01 September 2021
Latest completion date	10 <sup>th</sup> November 2021

Travels Expected	<p>Travel to Kenya forest service conservancies (Mau, Central highlands, Ewaso Nyiro, North Eastern, Coast, North Rift, Western and Nyanza.</p> <p>Three travels to inception, update and validation meetings. These meetings will be held in Machakos or Nairobi.</p> <p>All costs travel and related costs should be factored in the financial proposal. UNDP will not cover any costs on behalf of the contracted firm.</p>
Special Security Requirements	<p><input type="checkbox"/> Security Clearance from UN prior to travelling</p> <p><input type="checkbox"/> Completion of UN's Basic and Advanced Security Training</p> <p><input checked="" type="checkbox"/> Comprehensive Travel Insurance</p> <p><input type="checkbox"/> Others <i>[pls. specify]</i></p>
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<p>Workshop (inception, update and validation) venues</p>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<p><input checked="" type="checkbox"/> <b>Required</b></p> <p><input type="checkbox"/> Not Required</p>
Names and curriculum vitae of individuals who will be involved in completing the services	<p><input checked="" type="checkbox"/> <b>Required</b></p> <p><input type="checkbox"/> Not Required</p>
Currency of Proposal	<p><input type="checkbox"/> United States Dollars</p> <p><input type="checkbox"/> Euro</p> <p><input checked="" type="checkbox"/> <b>Local Currency (Kenya Shillings)</b></p>
Value Added Tax on Price Proposal <sup>2</sup>	<p><input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes. A breakdown of all costs should be provided</p> <p><input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes</p>
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<p><input type="checkbox"/> 60 days</p> <p><input type="checkbox"/> 90 days</p> <p><input checked="" type="checkbox"/> <b>120 days</b></p>

<sup>2</sup> VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

	In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.		
Partial Quotes	<input checked="" type="checkbox"/> Not permitted  <input type="checkbox"/> Permitted		
Payment Terms <sup>3</sup>	<b>Deliverable</b>	<b>Calendar Days</b>	<b>Percentage</b>
	Inception Report	10 days after the start of the assignment	20%
	Submission of enterprise risk management framework,	20 days during assignment period	30%
	Submission of final Business Continuity Plan and Training reports	20 days after review process completed	50%
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Project Manager REDD+ in consultation with Principal Secretary- MEF with day to day working supervision by the REDD+ Technical Specialist		
Type of Contract to be Signed	<input checked="" type="checkbox"/> <b>Purchase Order</b>  <input type="checkbox"/> Institutional Contract  <input checked="" type="checkbox"/> <b>Contract for Professional Services</b>  <input type="checkbox"/> Long-Term Agreement <sup>4</sup>  <input type="checkbox"/> Other Type of Contract		
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers  <input checked="" type="checkbox"/> <b>Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)</b>  <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.		

<sup>3</sup> UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

<sup>4</sup> Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$150,000.00.

Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%)</u></b></p> <p><input checked="" type="checkbox"/> Bidder's qualification, Capacity, and Experience 30%</p> <p><input checked="" type="checkbox"/> Proposed Methodology, Approach, and Implementation Plan 40%</p> <p><input checked="" type="checkbox"/> Management Structure and Key Personnel 30%</p> <p><b><u>Financial Proposal (30%)</u></b></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<p><input checked="" type="checkbox"/> <b>One and only one Service Provider</b></p> <p><input type="checkbox"/> One or more Service Providers, depending on the following factors:</p>
Contract General Terms and Conditions <sup>5</sup>	<p><input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services)</p> <p><input type="checkbox"/> General Terms and Conditions for de minimis contracts</p> <p>Applicable Terms and Conditions are available at:</p> <p><a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>
Annexes to this RFP <sup>6</sup>	<p><input checked="" type="checkbox"/> <b>Form for Submission of Proposal (Annex 2)</b></p> <p><input checked="" type="checkbox"/> <b>Detailed TOR</b></p> <p><input type="checkbox"/> Others<sup>7</sup> [pls. specify]</p>
Contact Person for Inquiries  (Written inquiries only) <sup>8</sup>	<p><b>undp.kenya.procurement@undp.org</b></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Allowable Manner of Submitting Proposals	<p><input checked="" type="checkbox"/> <b>Electronic submission of Bid</b></p>

<sup>5</sup> Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<sup>6</sup> Where the information is available in the web, a URL for the information may simply be provided.

<sup>7</sup> A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

<sup>8</sup> This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Conditions and Procedures for electronic submission and opening	<input checked="" type="checkbox"/> Free from virus and corrupted files <input checked="" type="checkbox"/> <b>Format:</b> PDF files only <b>Technical and Financial proposals should be separated. <u>Password protected for the financial proposals ONLY.</u> Technical proposals should NOT be password protected. Password for the financial proposals must not be provided to UNDP until the date and time requested. This request will be to firms that meet the 70% score in the technical evaluation.</b> <input checked="" type="checkbox"/> <b>Digital Certification/Signature:</b> Required
Deadline of Submission	<b>Tuesday, 17 August 2021 at 5.00 P.M (GMT +3.00)</b>

## Annex 2

### FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>9</sup>

***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>10</sup>)***

Nairobi

August 4, 2021

To: The Deputy Resident Representative (Operations)  
 UNDP Kenya UN Complex Gigiri, Block N, Level 3  
 P.O. Box 30218-00100, Nairobi,  
 Kenya:

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP **(for a firm to undertake the development of an enterprise risk management framework and business continuity plan for Kenya Forest Service. )** in conformity with the requirements defined in the RFP dated 8/4/2021 , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

<sup>9</sup> This serves as a guide to the Service Provider in preparing the Proposal.

<sup>10</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes



#### A. Qualifications of the Service Provider

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

#### B. Proposed Methodology for the Completion of Services

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

#### C. Qualifications of Key Personnel

*If required by the RFP, the Service Provider must provide:*

- a) Names and qualifications of the key personnel that will perform the services indicating who is Lead Expert , who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

#### D. Cost Breakdown per Deliverable\*

	<b>Deliverables</b>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Price (Lump Sum, All Inclusive)</b>
1	Inception Report	20%	
2	Submission of enterprise risk management framework,	30%	
3	Submission of final Business Continuity Plan and Training reports	50%	
	<b>Total</b>	<b>100%</b>	

*\*This shall be the basis of the payment tranches*

E. **Cost Breakdown by Cost Component** [*This is only an Example*]:

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a . Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				

*[Name and Signature of the Service Provider's  
Authorized Person]*

*[Designation]*

*[Date]*

## TERMS OF REFERENCE

### **CONSULTANCY TO DEVELOP AN ENTERPRISE RISK MANAGEMENT FRAMEWORK AND BUSINESS CONTINUITY PLAN FOR KENYA FOREST SERVICE.**

#### **A. BACKGROUND**

The Kenya Forest Service is a state corporation established under Forest Conservation and Management Act, 2016. The Service has the following functions:

- i. Conserve, protect and manage all public forests in accordance with the provisions of the Act;
- ii. Prepare and implement management plans for all public forests and, where requested, assist in preparation of management plans for community forests or private forests in consultation with the relevant owners;
- iii. Receive and consider applications for licenses or permits in relation to forest resources or management of forests or any other relevant matter in accordance with this Act;
- iv. Establish and implement benefit sharing arrangements in accordance with the provisions of the Act;
- v. Assist county governments to build capacity in forestry and forest management in the counties;
- vi. In consultation with relevant stakeholders, develop programmes for tourism and for recreational and ceremonial use of public forests;
- vii. Promote forestry education and training;
- viii. Register and maintain a register of all forest management plans prepared for public forests;
- ix. Manage water catchment areas in relation to soil and water conservation, carbon sequestration and other environmental services in collaboration with relevant stakeholders;
- x. Prepare:-
  - a) Forest Status Report for the Cabinet Secretary once in every two years; and
  - b) Resource Assessment Report for the Cabinet Secretary once in every five years;
- xi. Consider and recommend to the Cabinet Secretary the determination and alteration of boundaries of public forests;
- xii. Implement and enforce rules and regulations governing importation, exportation, and trade in forest produce; and
- xiii. Develop, maintain, and regularly update a geographic information system database of all forests in Kenya.

In delivery of these functions, Kenya Forest Service faces various risks and challenges. Some of the risks and business delivery challenges have been highlighted in a report entitled “Taskforce to inquire into Forest Resources Management and Logging Activities in Kenya- Findings and Recommendations” (April 2018) and the accompanying implementation matrix.

To support implementation of the above mandate and the recommendations from the taskforce report, the REDD+ readiness project through a partnership with UNDP, Ministry of Environment and Forestry and Kenya Forest Service seeks to engage a consultancy firm to support the Kenya Forest Service in developing an Enterprise Risk Management (ERM) framework and Business Continuity Plan (BCP).

## **B. OBJECTIVES OF THE ASSIGNMENT**

The objective of the assignment is to facilitate Kenya Forest Service (KFS) in developing an integrated Enterprise Risk Management (ERM) framework and Business Continuity Plan (BCP) to ensure that all the current and future material risk exposures of KFS are appropriately identified, quantitatively and qualitatively assessed, appropriately mitigated, and monitored.

In addition, the framework should assess potential risks with a view to identify potential opportunities to be leveraged and exploited to accelerate the delivery of the KFS's strategic and operational objectives. The framework activities will be integrated with the KFS's management process to ensure that risk management is part of the day-to-day business considering the KFS's risk appetite.

This assignment is informed by:

1. The desire by Kenya Forest Service to have an ERM framework in place within which its risk exposures will be identified, managed and used for organizational learning.
2. The need to build the capacity of KFS in ERM through training of its Board of Directors, Management, Audit, and other staff members well trained on the process of risk management.
3. The intention of KFS to accelerate deepening the knowledge and support base on ERM through training programs on risk management to its staff spread across the country.
4. The need to develop and implement a Business Continuity Plan as a mitigation measure for the risks identified.
5. The need to review the KFS Risk Management Policy in line with best practice

## **C. SCOPE OF THE ASSIGNMENT**

The consultant will be expected to;

7. To review and undertake gap analysis in line with best practice and standards on Institutional Risk Management mainly ISO 31000:2018 Risk management standard and Treasury circular No. 3:2009 .
8. Develop an Enterprise Risk Management framework for KFS aimed at:
  - ix. Harmonizing the existing risk management policies.
  - x. Developing the governance and reporting structures for risk management.
  - xi. A suitable basis for quantifying and prioritizing key risks identified
  - xii. Determining Kenya Forest Service's risk profile and risk appetite.
  - xiii. Assessing, analyzing, profiling, ranking of identified risks.
  - xiv. Developing of mitigation strategies as well as aligning the risk management to strategic planning.
  - xv. Establishing within KFS business operations a process for regular and continuous identification, assessment, quantification and prioritization, treatment, and monitoring of key risks within Kenya Forest Service.

- xvi. Reviewing internal administrative and technical operating structures of the Service with a view to identifying rectifying and closing loopholes/gaps/ambiguities within the system.
- 9. Develop a Business Continuity Plan, this will include:
  - v. Review of Policies, Frameworks and Programmes on which Kenya Forest Service operations are anchored. This is aimed at assessing their responsiveness to risks.
  - vi. Review Kenya Forest Service Strategic Plan and other Plans to understand the interlinkages, gaps, practices, and potential risks. This is will be aimed at injecting resilience and mitigation to the operational systems.
  - vii. Undertake a review of Kenya Forest Service and its stakeholder's relationship, this will flag out relation risks and mitigative actions needed.
  - viii. Conduct a situational analysis of KFS business plan and operations with a view to proposing the necessary risk mitigation and sustainability packages.
- 10. Provide training on Enterprise Risk Management and Business Continuity Plan to the Board, Management, Internal Audit, Risk Champions, and Kenya Forest Service Staff.
- 11. Provide automation options of Enterprise Risk Management process & Business Continuity Plan based on the methodology adopted.
- 12. Provide recommendations on a framework for quality assurance in Kenya Forest Service entire operations

#### **D. PROPOSED APPROACH**

The approach to undertake this work will entail carrying out analytical studies by consultancy firm and with all relevant stakeholders. Kenya Forest Service will establish the Technical Working Group (TWG) to support the consultancy and will serve as a reference point and assume responsibility for both the content and process. The studies will be carried out in a coordinated manner applying a participatory approach. The integrated analytical work will incorporate information and recommendations from relevant prior assessments in the forestry sector and related sectors.

#### **E. KEY DELIVERABLES/EXEPECTED OUTPUTS**

1. Inception Report
2. Revised Kenya Forest Service (KFS)'S ERM framework policy, tools and templates, including functional risk registers, risk tolerance levels & risk heat maps; with a clear methodology for monitoring and reporting risks across Kenya Forest Service.
3. Business Continuity Plan
4. Training reports on the ERM process for all the groups and other relevant feedback noted during the training

## F. TIME FRAME AND PAYMENTS FOR DELIVERABLES

The consultancy firm is expected to complete the assignment in 50 working days.

Deliverables	Timeline	Percentage of Total Price
Inception report	10 days after the start of the assignment	20%
Submission of enterprise risk management framework	20 days during assignment period	30%
Submission of final Business Continuity Plan and Training reports	20 days after review process completed	50%

## G. COMPETENCE AND EXPERTISE REQUIREMENTS

The consultancy firm should have been in operation for the last five (5) years, proven experience in offering similar services is essential. At least three (3) years in public sector.

A detailed profile of the firm along with the curriculum vitae of the Lead Risk Management Consultant and technical team to be involved in the assignment should be provided. The firm will be required to provide details of at least 5 similar engagements it has undertaken in Kenya (Recommendation letters).

The submission should provide adequate information indicating that the firm is qualified to undertake the assignment successfully by providing the following information:

- i. Description and experience in similar assignments; and Availability of appropriate skills, competencies, and qualifications of professional staff among others.

### Key Staff:

#### Lead Risk Management Consultant Qualifications

The following qualifications are essential for the Lead consultant.

- a) Master's degree in business, strategic management, or other related field from a recognized University.
- b) Relevant Professional qualifications and/or certifications such as Certified Internal Auditor (CIA) or Certification in Control Self-Assessment (CCSA) or Certified Public Accountant (CPA (K)), Risk Management Professional (PMI-RMP) or Certified Information Systems Auditor (CISA).
- c) Membership in a Professional organization such as ICPAK, ISACA, PMI, IIA on other relevant bodies.
- d) Diploma or certificate in Risk Management from a recognized institution will be an added advantage.
- e) At least five years of relevant professional experience in Risk Management practice and other related work.

- f) Proven experience in undertaking risk assessments in environment and conservation areas.
- g) Strong knowledge and experience in designing internal controls.
- h) Practical experience in implementation of ERM frameworks and automated ERM systems (state where implemented and scope of work done).
- i) Strong experience in delivering consultancies and training for clients.

### **Other Technical Staff Qualifications**

The consultant Firm is required to provide other Technical Officers with following qualifications

- a) Bachelor's degree in business or other related field from a recognized University, with experience with private sector engagement on payment of environmental services.
- b) Bachelor's degree in social sciences and natural resources with at least 10 years' experience with forestry sector and forest dependent communities
- c) A degree in natural resources management, forestry, or any other related degree with at least 10 years' experience
- d) Relevant Professional qualifications such as; Certified Internal Auditor (CIA) or Certification in Control Self-Assessment (CCSA) or Certified Public Accountant (CPA (K) or Certified Information Systems Auditor (CISA) – or as in relevant fields
- e) Diploma or certificate in Risk Management will be an added advantage.
- f) All team members have least four years of relevant experience in Risk Management and other related work- evidence / recommendations must be provided.
- g) Strong knowledge and experience in designing internal controls or system implementation.
- h) Experience in implementing BCP.

NOTE: All the experts must not be holding contracts with Kenya Forest Service and Ministry of Environment and Forestry.

## **H. OBLIGATION OF KFS**

### **i. Documents and Reports**

Kenya Forest Service shall supply all pertinent data and information and give such assistance as shall reasonably be required for the conduct by the Consultant of his/her duties under this contract, but such assistance shall not be extended to the provision of any supplies or services.

### **ii. Contact Person:**

### **Relationships and Responsibilities**

The Consultant will work with a Technical Working Group (TWG) to be established.

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity, and experience	300
2.	Proposed Methodology, Approach, and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Evaluation score	Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing		50
1.2	General Organizational Capability which is likely to affect implementation: Management structure, Financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted		90
1.3	Relevance of specialized knowledge and experience on similar engagements done in the Kenya/region		70
1.4	Quality assurance procedures and risk mitigation measures		90
<b>Total Section 1</b>			<b>300</b>

Section 2. Proposed Methodology, Approach and Implementation Plan		Evaluation score	Points obtainable
2.1	Understanding of the requirements: Have the important aspects of the task been addressed in sufficient detail?		60
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference. Has the offeror clearly described the method to be undertaken?		80
2.3	Details on how the different service elements shall be organized, controlled and delivered. Has the offeror developed a clear timeline for delivery of services?		50
2.4	Sound description of the approach to ensure quality assurance in the development of the country approach to		50



2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic.		60
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract		40
2.7	Assessment of materials and tools used by the contractor's personnel for performing the services		60
<b>Total Section 2</b>			<b>400</b>

<b>Section 3. Management Structure and Key Personnel</b>		<b>Evaluation score</b>	<b>Points obtainable</b>
3.1	Composition and structure of the team proposed. Are the proposed roles of the lead expert and the technical team of key personnel suitable for the provision of the necessary services including any professional licensing/membership?		<b>75</b>
3.2	<p>Lead Risk Management Consultant Qualifications: Lead consultant.</p> <ul style="list-style-type: none"> <li>j) Master's degree in business, strategic management, or other related field from a recognized University.</li> <li>k) Relevant Professional qualifications and/or certifications such as Certified Internal Auditor (CIA) or Certification in Control Self-Assessment (CCSA) or Certified Public Accountant (CPA (K)), Risk Management Professional (PMI-RMP) or Certified Information Systems Auditor (CISA).</li> <li>l) Membership in a Professional organization such as ICPAK, ISACA, PMI, IIA on other relevant bodies.</li> <li>m) Diploma or certificate in Risk Management from a recognized institution will be an added advantage.</li> <li>n) At least five years of relevant professional experience in Risk Management practice and other related work.</li> <li>o) Proven experience in undertaking risk assessments in environment and conservation areas.</li> <li>p) Strong knowledge and experience in designing internal controls.</li> <li>q) Practical experience in implementation of ERM frameworks and automated ERM systems (state where implemented and scope of work done).</li> <li>r) Strong experience in delivering consultancies and training for clients.</li> </ul>		<b>75</b>

	<p><b>Other Technical Staff Qualifications</b></p> <p>3.3 The consultant Firm is required to provide other Technical Officers with following qualifications</p> <ul style="list-style-type: none"> <li>i) Bachelor’s degree in business or other related field from a recognized University, with experience with private sector engagement on payment of environmental services.</li> <li>j) Bachelor’s degree in social sciences and natural resources with at least 10 years’ experience with forestry sector and forest dependent communities</li> <li>k) A degree in natural resources management, forestry, or any other related degree with at least 10 years’ experience</li> <li>l) Relevant Professional qualifications such as; Certified Internal Auditor (CIA) or Certification in Control Self-Assessment (CCSA) or Certified Public Accountant (CPA (K) or Certified Information Systems Auditor (CISA) or in relevant fields</li> <li>m) Diploma or certificate in Risk Management will be an added advantage.</li> <li>n) All team members have least four years of relevant experience in Risk Management and other related work- evidence / recommendations must be provided.</li> <li>o) Strong knowledge and experience in designing internal controls or system implementation.</li> <li>p) Experience in implementing BCP.</li> </ul> <p>NOTE: all the experts must not be a holding contracts with Kenya Forest Service and Ministry of Environment and Forestry.</p>		<p><b>150</b></p>
	<p><b>Total for Section 3</b></p>		<p><b>300</b></p>