

TERMS OF REFERENCE
FOR
EXPRESSION OF INTEREST (EOI)
DEVELOPMENT OF ENTERPRISE RISK MANAGEMENT & BUSINESS CONTINUITY
STRATEGY

1. Introduction

The Partnership for African Social and Governance Research (PASGR) is an independent, non-partisan Pan-African not-for-profit organisation established in 2011 and located in Nairobi, Kenya. Currently engaged in more than 26 African countries, PASGR works to enhance research excellence in governance and public policy that contributes to the overall wellbeing of women and men. In partnership with individual academics and researchers, higher education institutions, research think tanks, civil society organisations, business and policy communities both in the region and internationally, PASGR supports the production and dissemination of policy relevant research; designs and delivers suites of short professional development courses for researchers and policy actors; and facilitates the development of collaborative higher education programmes.

PASGR's vision is '*a vibrant African social science community addressing the continent's public policy issues*' with a mission of *advancing research excellence for governance and public policy in Africa* is delivered through three core programmes: Higher Education, Research & Policy, and Professional Development and Training.

PASGR has a responsibility to manage both internal and external risks as a key component of good corporate governance and is committed to embedding risk management into the daily operations of the organization; from the setting of objectives, to financial planning towards achieving the set objectives, through to established departmental processes.

PASGR seeks a consultant to develop a comprehensive Enterprise Risk Management and Business Continuity policy and framework. The policy will guide PASGR's management team in integrating other organizational planning and management activities in a way that protects the health, safety and security of staff members, the Board and the wider network of stakeholders is ensuring organization's mission and safeguarding assets needed for effective and efficient programme/project delivery.

2. Objective of the Consultancy

The main objective of this assignment is to develop a comprehensive Enterprise Risk Management and Business Continuity (ERM & BC) policy and implementation frameworks for the organisation. The policy and associated strategic frameworks are crucial for the identification of risks and creation of practical mitigation strategies in response to such risks in consultation with the relevant internal and external stakeholders. The end goal is to ensure that PASGR's approach to risk management considers diverse perspectives and that staff understand their responsibility to secure the safety and security of assets and resources, protect the integrity of our reputation, the preservation and future growth of assets as well as the fulfillment of its mission.

The consultant will work closely with PASGR's staff, selected board members, donors and partners to deliver on the objectives of the assignment. PASGR will facilitate access to

information on its programmes and their operating environment and current internal control system and processes.

3. Scope of Work

The consultant selected for this work will be responsible to deliver fully on the objective of this consultancy. Specifically, the consultant will be expected to:

- i) Prepare Enterprise Risk Management and Business Continuity Policy by which PASGR will manage its risks. The policy will ensure that ERM & BC are integrated within PASGR's strategic plan, implementation and performance process through;
 - Conducting an assessment of the existing risk management and business continuity practices;
 - Recommending an ERM & BC functional structure in accordance with the ERM-BC policy which will be suitable for PASGR's governance framework;
 - Developing and delivering training programmes to staff and board members to support the implementation ERM & BC strategy;
 - Holding consultations with critical stakeholders to obtain buy-in and solicit feedback on the implementation of an ERM & BC frameworks;
 - Guiding the development of Risk Assessments for all aspects of PASGR's operations;
 - Developing the ERM & BC governance structure including roles and responsibilities of key players;
 - Supporting the development and performance of a Risk Assessment of all aspects of PASGR's operations, to include inter alia, organisational, operational, technical, business processes, HR, financial, reputational, environmental, e.tc;
 - Supporting the development and application of the ERM & BC policy to the planning process and internal control systems; and
 - Establish a robust Monitoring, Evaluation, Reporting and Learning (MEARL) mechanisms of the effectiveness and efficiency of the ERM & BC implementation plan.
- ii) Prepare an ERM & BC plan by which PASGR will implement the ERM & BC Policy. As an integral part of the process of preparing the ERM & BC plan, the consultant will:
 - Identify the range of risks that might affect PASGR across all its areas of operation, including threats to organization sustainability;
 - Assess each risk in importance, size and likelihood;
 - Identify how to mitigate and manage each risk, including responsibilities;
 - Develop ERM & BC management procedures and work flow; and
 - Provide advice/recommendations for PASGR's business continuity.
- iii) Provide training on ERM & BC to PASGR's lead departments and departmental risk champions, as well as sensitization on ERM & BC to the Board of Directors and Senior Management team.
- iv) Reviewing, developing and recommending the mandate, policy, procedures, authority, roles and responsibilities, reporting relations and required skill sets for ERM & BC strategy;

4. Core Deliverables

The Consultant will deliver the outputs specified below:

- i) An inception report with detailed scope of work and work breakdown schedule that outlines the work plan, timelines, milestones and deliverables.
- ii) The PASGR's current ERM & BC Situation Analysis report;
- iii) An updated PASGR's risk register that will be updated on regular time intervals;
- iv) A detailed ERM & BC policy reflecting PASGR's vision, mission and strategic direction;
- v) A detailed ERM & BC policy implementation plan with clear indicators for measuring success;
- vi) A MEARL framework to track PASGR's ERM & BC indicators specified in the implementation plan;
- vii) A report on the awareness/training of PASGR's staff, Board and partners on ERM & BC policy.
- viii) A detailed proposal of existing ERM & BC models/tools and best practices that PASGR should consider to develop or adapt.

5. Methodology

It is expected that the consultant will carry out a number of activities:

- i) Propose and design a mixed-method approach in responding to different deliverables of this assignment.
- ii) Conduct consultations with PASGR's staff members, donors and stakeholders.
- iii) Review current PASGR Human Resources Policy, Financial Policies, Strategic Plan and other relevant documents;
- iv) Use frontier ERM & BC tools/knowledge and best practices to map PASGR's risk profile and appetite and also develop robust ERM & BC policy;

6. Minimum Requirements and Competencies

The consultant must meet the following requirements:

- i) A seasoned governance expert with at least 10 years of experience in the design and implementation of ERM & BC.
- ii) At least 7 years of management experience of working/consulting in the ERM & BC services with a demonstrable track record in similar assignments in the not for profit sector or related institutions. Experience of working in donor-funded not-for-profit sector, especially in Africa, is desirable and an added advantage;
- iii) Provide contactable positive references for previous clients in the last five (5) years;
- iv) Proof of professional accreditation with local, regional or internationally recognised Risk management Board or affiliation is a must;

- v) At least a Master's Degree in Strategic Management, Accounting, Risk Management or any other relevant field.
- vi) Excellent leadership, organisational and time management skills
- vii) Excellent communication skills including in presentations, report writing and research

7. Supervision

The Consultant will be expected to be self-motivated and able to work independently. **The Director, Higher Education Programme** will provide supervision and support including a general induction to the work, relevant background documents, and links to relevant internal and external stakeholders. PASGR's Senior Management Team will provide overall guidance and support.

8. Timeframes

It is anticipated that the assignment will be completed within a total of eight to twelve (8-12) weeks from the date of the signing of the contract between PASGR and the Service Provider. All work must be completed by the **December 15, 2021**.

9. Response to the EOI

Please respond to this EOI with **not more than 10 pages technical and financial proposal (including all attachments)** to bids@pasgr.org by **12:00pm EAT Wednesday, September 29, 2021**.

The EOI proposal should cover:

- i) Your understanding of the assignment;
- ii) Evidence of past work experience;
- iii) A proposed approach and methodology for carrying out the assignment;
- iv) Core team, responsibilities and level of effort;
- v) A detailed work plan, timeframes and milestones.
- vi) A financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs for each task or element in the ToR.

Any inquiries can be sent to the same email and shall be collectively responded too **not later than Friday, September 24, 2021**.