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**EUROPEAN FOREST INSTITUTE**

**TENDER SPECIFICATIONS**

**PROCUREMENT REFERENCE NUMBER 08-15.2-2022-EFITAP**

**Capacity building for the Legality Verification Department of the Forest  
Development Authority in Liberia**

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## 1. TERMS OF REFERENCE

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### 1.1. Background

Liberia, supported by its development partners UK, EU and Norway, has built a national timber legality assurance system (TLAS) that verifies compliance with national laws related to forest management, harvest and export. The TLAS is managed by the Forest Development Authority (FDA) of Liberia, in particular its Legality Verification Department (LVD). The LVD, as well as the systems and capacity necessary for its operation, were developed by a service provider on a Build, Operate and Transfer (BOT) model. The transfer of the LVD to the FDA was completed in 2019.

Since November 2019, information from the TLAS Third Party Monitor and other independent investigations have revealed to the FDA Board that the LVD is not functioning as intended. In January 2022, the Board resolved to suspend five officers from key functions, of which three were from the LVD management team. They have been replaced by:

- Team Manager: Mrs. Gertrude Nyaley,
- Operations Manager (OM): Mr. Karmoh Yarmah,
- Data Information Manager (DIM): Mr. Christian Bahr

There is now an urgent need to rebuild the capacity of the LVD and restore the proper functioning of the systems.

In the short term, during 2022, the UK's Forest Governance, Markets and Climate (FGMC) programme will provide capacity building through two of its projects: Forest Governance Accountability Project (MFGAP) and European Forest Institute Technical Assistant Projects (EFITAP). MFGAP is providing for a first phase of support from June to August (3 months). Thereafter, EFITAP will provide the support for another three months. Focus of this short-term support will be on building the necessary capacity of the LVD management team to understand their role and position, to build their technical capacity, and how to organise the work. Through direct coaching of the LVD management team in planning for and operating the LVD (incl. the controls on inspections), the capacity of the whole LVD team, including the regional teams will be strengthened.

These terms of reference describe the work to be carried out under the EFITAP, managed by the European Forest Institute (EFI).

### 1.2. Objective

The objective of this assignment is to (re)build the capacity of the LVD management, consisting of four managers, in

1. understanding of the legal and operational framework of LVD operations,
2. operating the IT TLAS system (LiberTrace), and
3. efficient management of the LVD, including financial aspects

so that they can:

- oversee the operation of the LiberTrace,
- implement the needed inspections and audits of timber legality and traceability, and
- manage the department efficiently and with integrity.

### **1.3. Tasks and methodology**

At the onset of the assignment, the contractor needs to take stock of the achievements of the first phase of support by MFGAP, notably the capacity assessment of LVD management team at the end of the MFGAP support period. Based on this, the contractor shall put forward a work/training plan for the review and eventual approval by EFI.

It is anticipated that continued hands-on support in the following areas will need to be provided, but the emphasis of different areas of support shall be informed by the results of the capacity assessment:

1. Increase understanding of the legal and operational framework of LVD operations
  - 1.1 Update on the relevant contents of the legal framework
  - 1.2 Update on role and responsibilities of the LVD within FDA (refresher training on Standard Operating Procedures (SOPs)/Work Instructions (WIs))
2. Increase LiberTrace capacity
  - 2.1 Training in using LiberTrace for checking Chain of Custody, legality and fiscality compliance, including the application of criteria to accept / reject information presented in the system
  - 2.2 Training in using LiberTrace to inform the monthly public reports on LVD/COC
3. Increase management capacity: efficiency and integrity
  - 3.1 Proper planning of logistics, including understanding the sequence of tasks (incl. identification of activities for the dry and wet season), and optimisation of resources (calculation of man-days based on the planned activities)
  - 3.2 Proper financial planning for LVD operations
  - 3.3 Human resources management, including performance management
  - 3.4 Performance monitoring and reporting
  - 3.5 Leadership and integrity training, the National Code of Conduct for all public officials and government employees and a version specific to LVD developed by the BOT service provider
  - 3.6 Understanding and using the non-compliance register responding to the findings of the third-party monitoring (TPM)
4. Prepare materials for future onboarding of new LVD management staff ("onboarding module")
  - 4.1 Develop check list(s) for the onboarding process for each of the four LVD management functions
  - 4.2 Compile the existing/newly developed training materials in a way that they can be reused to support future onboardings

As part of 3.4, anti-corruption training shall be organised preferably in collaboration with the Liberia Anti-Corruption Commission. The anti-corruption training shall be extended to high and middle management of the whole FDA.

Tasks 4.2 assumes that sufficient written material either exists or is developed in the context of this contract to facilitate onboarding of new LVD management staff in the future.

The level of capacity of the LVD management staff shall be assessed again at the end of the assignment. The final assessment shall cover at least the areas of support listed above and shall be designed in such a way that the results can be compared with the previous assessments carried out through MFGAP support. The information of the final assessment will help the Government of Liberia to reflect whether the selected staff has the capacity to assume the respective position, and to inform longer-term capacity support.

The capacity building is envisaged to be a mixture of training sessions on specific topics and on-the-job training/coaching through the participation of experts in the day-to-day activities of the LVD management team. For this, the experts mobilised through this contract will be installed among LVD staff in their offices at the FDA headquarters in Monrovia. They will also join the LVD management team in the field (FDA/LVD's regional offices, forestry and industrial sites, points of export, etc.) for on-the-job coaching.

This capacity building support does not include provision of equipment. The LVD team will use its own vehicles for going into the field. FDA has ensured that LVD will have vehicles for their operations, which will be available for this short-term capacity support, but also afterwards ensuring sustainability of LVD's operations.

FDA also ensures an adequate internet access at its premises which is key for the functioning of the LVD team.

#### **1.4. Outputs/Deliverables**

The contractor will provide the following deliverables:

- **Inception report**, including a work plan/training plan for the duration of the contract - within 2 weeks from the fielding of experts
- **Monthly reports** on activities carried out and a dashboard on the progress in the various aspects of the capacity building (see paragraph 1.3 above) - the 1<sup>st</sup> and 2<sup>nd</sup> months of the contract
- **Final report**, including
  - Summary of the activities carried out and final dashboard on the progress in the various aspects of the capacity building
  - Difficulties encountered in delivering the assignment
  - Results of the Capacity assessment of LVD management team at the end of support and conclusions/recommendations that can be formulated in comparing these results with the previous assessments.
  - "Onboarding module" of checklists and compilation of training materials

**1.5. The personnel for this assignment**

For this assignment, at least two full-time experts are needed that can provide the support on organisational and operational management of LVD. See Section 3.1 below regarding required qualifications and experience.

Costs for the implementation of all the activities have to be included into the global price presented by the contractor in its financial offer (see template in Annex 7).

**1.6. Implementation period**

This support is expected to start in the beginning of September for 3 months.

## 2. TENDER DOCUMENTATION

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### 2.1. Administrative Documentation

The tender shall include the following documentation, properly filled out and signed:

- Cover letter (Annex 1)
- Identification form (Annex 2) including supporting documentation
- Bank identification form (Annex 2a)
- Declaration on Exclusion Criteria and Absence of Conflict of Interest (Annex 3)
- Nomination of Experts form (Annex 4)
- Minimum criteria declaration (Annex 5)

The consortium agreement (Annex 6) shall be included, properly filled out and signed, if the tender is submitted jointly by a consortium of economic operators. The consortium agreement (Annex 6) shall not be included if the tender is submitted by a single Tenderer proposing subcontracting of tasks.

### 2.2. Technical Proposal

In order to evaluate the tender against the minimum criteria and the award criteria in section 3.1. and 3.2., the Tenderer shall submit a technical proposal consisting only of the following elements:

**1) A nomination of the following Experts to carry out the tasks in the Terms of Reference:**

- **one Team Leader (Expert)**
- **one or more additional Experts**

The Technical Proposal shall include CV's of the nominated Experts.

The Tenderer shall be able to certify the information contained in the CV's for the nominated Experts at EFI's request.

The CV shall have all the information as in the EuroPass CV  
<https://europass.cedefop.europa.eu/documents/curriculum-vitae>

The Tenderer can use the EuroPass CV template or its own CV template.

**2) A description of no more than three pages, making reference to the Terms of Reference and the previous experience of the Experts showcasing understanding of:**

- the legal framework for the forest sector in Liberia based on the previous experience of the proposed Experts
- the challenges of verification of legal compliance and traceability requirements for forest operations in Liberia
- the operating environment and management processes of the FDA/LVD, including LiberTrace

- 3) A presentation** of no more than four pages on the Tenderer's methodology for the assignment – building upon the Terms of Reference and the experience of the Experts – addressing the following elements under separate headings:
- Capacity assessment and approach to training
  - Roles of the proposed Experts, with approximate allocation of time for each Expert
  - Timing of the tasks and deliverables
  - Oversight to ensure delivery

**2.3. Financial Proposal**

The Tenderer shall submit a financial proposal, which shall be completed by using the form in annex 7 and by following the instructions therein.

The full general conditions applicable to the payment of fees and per diem as well as the reimbursement of costs can be found in annex 8 (model contract).

### 3. EVALUATION OF TENDERS AND AWARD OF THE CONTRACT

#### 3.1. Minimum Criteria

The Experts nominated, each individually, must meet the following criteria:

| N°     | Criteria description  |
|--------|---|
| M.I.   | University degree, minimum at Bachelor level, in relevant field (e.g., business administration, human resource management, forestry/agriculture).                       |
| M.II.  | Minimum 5 years of relevant working experience in supervisory and/or capacity building roles in forestry, natural resource management and/or human resource management. |
| M.III. | Understanding, speaking, and writing English as demanded with respect to all tasks covered by the Terms of Reference  |

The Experts nominated, collectively, must meet the following criteria:

| N°    | Criteria description  |
|-------|---|
| M.IV. | Minimum 3 years of experience in forest field monitoring and/or inspection services as well as experience with the verification of legal compliance and traceability requirements for forest operations.                    |
| M.V.  | Minimum 2 years of experience in building technical capacity of FDA/LVD in Liberia.   |
| M.VI. | At least one practical assignment in building capacity in Quality Management Systems (QMS) for delivering services that meet the ISO 9001 standard's requirements, or equivalent standard, especially in the public sector. |

**Tenders not fulfilling the minimum criteria will be rejected.**

#### 3.2. Award Criteria

Tenders which fulfil the minimum criteria will be evaluated using the following award criteria:

| A. Technical component (maximum 75 points) |   |            |
|--|---|------------|
| N°   | Award criteria  | Max points |
| A.I.                                       | <b>Understanding of:</b>  | <b>45</b>  |
| i.   | The legal framework for the forest sector in Liberia based on the previous experience of the proposed Experts | 10         |



|              |   |           |
|--------------|---|-----------|
| ii.          | The challenges of verification of legal compliance and traceability requirements for forest operations in Liberia | 15        |
| iii.         | The operating environment and management processes of the FDA/LVD, including LiberTrace                           | 20        |
| <b>A.II.</b> | <b>Proposed methodology for the implementation of the tasks</b>   | <b>30</b> |
| i.           | Capacity assessment and approach to training  | 10        |
| ii.          | Roles of the proposed Experts, with approximate allocation of time for each Expert                                | 10        |
| iii.         | Timing of the tasks and deliverables  | 5         |
| iv.          | Oversight to ensure delivery  | 5         |

The Technical component (TC) is calculated according to the following formula:

|                          |
|--------------------------|
| <b>TC = A.I. + A.II.</b> |
|--------------------------|

**Tenders must receive a score of more than half of the maximum Technical component to be considered qualitatively acceptable.**

**Tenders not considered qualitatively acceptable will not be considered further.**

|   |
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| <b>B. Financial component (maximum 25 points)</b> |
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**Tenders presenting a total financial proposal (Fo) superior to the maximum contract value of EUR 150 000 will not be considered further.**

For tenders being considered, the Financial component (F) is calculated according to the following formula:

|                             |
|-----------------------------|
| <b>F = (Fmin / Fo) x 25</b> |
|-----------------------------|

where

**F<sub>min</sub>** is total sum in the tender in the evaluation with the lowest total financial proposal; and

**F<sub>o</sub>** is the total sum in the financial proposal being considered.

**C. Most economically advantageous tender**

A combined score (CS) will be calculated according to the following formula:

$$CS = TC + F$$

The Tenderer with the highest combined score (CS) for Technical component (TC) and Financial component (F) will be awarded the Contract.

Where two or more tenders have an equal combined score the contract will be awarded according to the highest score for the financial component (F).

## **ANNEXES**

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| Annex 1  | Cover letter   |
| Annex 2  | Identification form  |
| Annex 2a | Bank identification form   |
| Annex 3  | Declaration on exclusion criteria and absence conflict of interest |
| Annex 4  | Nomination of Experts form   |
| Annex 5  | Minimum criteria declaration                                       |
| Annex 6  | Consortium agreement   |
| Annex 7  | Financial Proposal form  |
| Annex 8  | Model contract   |