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RFQ NO: 01 - 2026/27

REQUEST FOR QUOTATIONS

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SUITABLY QUALIFIED AND EXPERIENCED SERVICE PROVIDER TO CONDUCT RISK ASSESSMENT WORKSHOP FOR ETDP SETA BOARD BASED ON THE DRAFT FIVE-YEAR STRATEGIC PLAN FOR 2025-2030 FINANCIAL YEARS

1. INTRODUCTION

The Education Training and Development Practices Sector Education and Training Authority (ETDP SETA) is a public entity established in terms of Section 9(1) of the Skills Development Act, No. 97 of 1998 to advance skills levels in accordance with the National Skills Development Plan (NSDP). The Mandate of the ETDP SETA is to promote and facilitate the development and improvement of the skills profile of the sector's workforce to benefit employers, workers and employees in the ETD sector.

2. PURPOSE & OBJECTIVES

2.1 PURPOSE OF THE PROJECT

ETDP SETA seeks to appoint a suitably qualified and experienced service provider to facilitate at board level and management level the Strategic Risk Assessment workshop with the ETDP SETA Accounting Authority, governance structures and Senior management based on the draft five-year Strategic Plan for the 2025 – 2030 financial years.

The Risk Assessment workshop should take place for the duration of two days, including a risk presentation tailored for Board, its Subcommittees and senior management.

The purpose of this workshop is to conduct an independent, structured risk assessment that:

- Identifies and evaluates key risks facing the organisation at Board and Management levels
- Assesses the adequacy and maturity of existing risk governance, controls, and reporting
- Clarifies risk ownership, accountability, and escalation pathways
- Supports informed decision-making by the Board and Executive Management
- Provides clear, prioritised recommendations to strengthen risk management and oversight

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3. SCOPE OF WORK

The professional organisation will be expected to address, at a minimum, the following areas:

3.1 Board-Level Risk Assessment

- Review of Board risk oversight roles, responsibilities, and effectiveness
- Assessment of risk appetite, tolerance, and alignment with strategy
- Evaluation of risk reporting to the Board (content, frequency, clarity, and usefulness)
- Review of governance structures, committees, and decision-making processes
- Identification of strategic, emerging, and systemic risks
- Assessment of Board capability, information flows, and challenge culture in relation to risk

3.2 Management-Level Risk Assessment

- Review of management risk identification, assessment, and mitigation practices
- Evaluation of operational, financial, regulatory, and compliance risks
- Assessment of internal controls, policies, and procedures
- Review of risk ownership, accountability, and escalation mechanisms
- Assessment of risk culture and awareness within management
- Evaluation of alignment between management risk practices and Board expectations

3.3 Risk Integration and Alignment

- Assessment of alignment between Board and Management risk perspectives
- Review of enterprise risk management (ERM) framework maturity
- Identification of gaps, overlaps, or inconsistencies in risk management processes
- Assessment of how risk considerations are embedded in strategy, planning, and performance management

4. PROJECT REQUIREMENTS

4.1 Methodology:

The appointed service provider is expected to apply a robust and defensible methodology, which may include:

- 4.1.1 Document and policy review
- 4.1.2 Structured interviews and/or workshops with Board members and senior management
- 4.1.3 Risk assessment and maturity analysis against recognised frameworks (e.g. ISO 31000, COSO ERM, relevant governance codes)
- 4.1.4 Benchmarking against comparable organisations or good practice standards
- 4.1.5 Synthesis of qualitative and quantitative findings
- 4.1.6 The appointed service provider will be required to second an experienced individual as a facilitator for the session.
- 4.1.7 The workshop will be held on or before end of **30 June 2026**.
- 4.1.8 The following will be required of the facilitator:
 - 4.1.8.1 Prepare a presentation to set the scene for the session covering the overview of the risk management, risk identification and assessment process as well as risk appetite and mitigation options.
 - 4.1.8.2 Facilitate the strategic risk workshop for members of the board and Audit and Risk committee members at a time to be confirmed by ETDP SETA on the date covered.

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- 4.1.8.3 Must have five years' experience facilitating risk workshops at Board or executive level
- 4.1.8.4 Must be affiliated with a professional body for risk management.
- 4.1.8.5 Certified Risk Management Professional (CRM Prof)
- 4.1.8.6 The facilitator must be available for a pre-workshop meeting with the ETDP SETA risk management.

4.1.9 Provide project plan that indicates understanding of the ISO 3100 and King code

4.1.10 The number of the participants as follows:

Committee Number	Number
Board	15
Audit and Risk Committee	3
IT	1
Finance	1
HRC	1
Senior management	14
Risk chairperson	1
HOD Governance	2
Secretariate	1
CS HOD	3

Documentation to assist with the preparation for the session will be shared with the recommended service provider.

4.2 Expected deliverables

The engagement is expected to result in the following deliverables:

1. Scene setting presentation
 2. Risk Assessment Report
 - I. Overview of approach and methodology
 - II. Summary of key findings at Board and Management levels
 - III. Risk heat maps and prioritisation of key risks
 - IV. Assessment of current risk management maturity
 3. Recommendations and Action Plan
 - I. Clear, practical, and prioritised recommendations
 - II. Identification of quick wins and longer-term improvements
 - III. Suggested roles, responsibilities, and timelines for implementation
 4. Board Presentation
 - I. Concise presentation of findings and recommendations to the Board
 - II. Facilitation of discussion and clarification of key risk issues (if required)
- The workshop will be conducted at a venue the ETDP SETA will procure.

5. COSTING MODEL (PRICE SCHEDULE)

THIS COSTING MODEL MUST NOT BE MODIFIED AT ALL AND IF RETYPED ALL LINE ITEMS IN ORDER AS STATED BELOW TO BE INCLUDED.

ITEM DESCRIPTION	Rate per Hour	Hours	PRICE
1. Pre-Workshop meeting			
2. Preparation for the workshop			
3. Presentation of the Risk Workshop (average of 8 hours per day)			
4. Strategic Risk facilitation (development), (average of 8 hours per day)			
5. Preparation & Presentation of the draft strategic risk register (Risk Management committee) RMC			
SUB-TOTAL			
VAT @ 15% (If applicable)			
TOTAL COSTS VAT INCL			

NAME OF BIDDER: _____

POSITION/ ROLE: _____

SIGNATURE: _____

All pricing shall be in South African Rand (ZAR). All project milestones with costing should be listed on the pricing schedule.

6. DURATION OF THE PROJECT

It is expected that the ETDP SETA will enter into an agreement with the successful bidders. The duration of the training will be for **three (3) days** and commence after the signing of the agreement and number 5, Preparation & Presentation of the draft strategic risk register Risk Management committee (RMC) will be done at the later stage to be communicated with the awarded service provider.

7. METHOD OF SUBMISSION

All Documents for Stage 1 (Administrative requirements), Stage 2: Phase A (Mandatory Requirements), Stage 2: Phase B (Functionality Evaluation), and Stage 3 (Pricing & Specific Goals) must be submitted in electronic format via email to etdpsetarfq@etdpseta.org.za

There must be three folders covering the following stages:

Folder A: Stage 1: Administrative Requirements

Folder B: Stage 2: Phase A: Mandatory Requirements

Folder B: Stage 2: Phase B: Functionality Evaluation Requirements

Folder C: Stage 3: Price and Specific Goal

It is the responsibility of the bidder to ensure that all relevant documents are included to ensure efficient evaluation of its proposal. ETDP SETA will not take any responsibility for any missing information in the submissions.

8. EVALUATION CRITERIA

The evaluation criteria for the assessment of the proposals will be based on both qualitative and financial aspects of the proposal. Service Providers will be evaluated on functionality. The bidders that score points which equal to or exceed the minimum threshold provided on functionality will further be evaluated on price and specific goals.

The Bid documents will be evaluated individually on a score sheet, by a representative of the evaluation panel according to the evaluation criteria indicated in the Terms of Reference.

THE ETDP SETA applies the provisions of the Preferential Procurement Policy Framework Act, ACT NO 5 OF 2000 and Preferential Procurement Regulations, 2022. The evaluation will be guided by ETDP SETA procurement policy.

8.1. STAGE 1: Administrative Compliance

Bidders will be evaluated on the submission of the requested administrative documents. Fully completed and signed forms with witnesses' signature must be submitted and all applicable boxes be ticked.

Description	Comply/Submitted
Completion of all SBD Forms: <ul style="list-style-type: none"> • SBD 1 - Invitation to Bid • SBD 4 - Declaration of Interest 	
Completion in full of the General Conditions of Contract (GCC)	
Submit a "Unique security personal identification number (PIN) issued by SARS" which the SETA will use to verify the bidder's tax matters prior to the award	

8.2. STAGE 2 – PHASE A_MANDATORY REQUIREMENTS [Folder B]

Mandatory Requirement	Method of Evaluation
a) Registration with Institute of Risk Management of South Africa (IRMSA) for <i>individual</i>	<ul style="list-style-type: none"> ▪ Proof of registration as a Certified Risk Management Professional (CRM) ▪ Valid Membership
b) Registration with Institute of Risk Management of South Africa (IRMSA) for <i>company</i>	<ul style="list-style-type: none"> ▪ Proof of membership

NB: Failure to submit any of the above-requested mandatory documents will lead to disqualification.

8.3. STAGE 2 - PHASE B_FUNCTIONALITY EVALUATION [Folder B]

The evaluation of this bid shall include functionality whereby the bids will be evaluated in terms of the evaluation criteria embodied in the bid documents.

1. The minimum qualifying score for functionality will be **70 points** and bids that fail to achieve the minimum qualifying score will be disqualified.
2. Only bids that achieved the minimum qualifying score for functionality will be evaluated further in accordance with the 80/20 preference point systems prescribed in Preferential Procurement Regulations **5 and 6**.

The evaluation criteria for functionality will be as below:

NO	QUALIFYING CRITERIA FOR SHORT LISTING	Method of evaluation	POINTS
1.	<p>Bidder Experience: (30) Relevant reference numbers rendering training on Risk Management or relevant Accounting or Audit services</p> <p>Submit contactable reference letters on the letterhead of the referee and it must be signed by the referee.</p> <p>*[Each reference must clearly indicate.</p> <ul style="list-style-type: none"> the name of the bidder and the project objectives of the project (nature of the project) recommendation and contact details of the referee as well as proof of completed project(s) and must be signed. 	<ul style="list-style-type: none"> 5 reference letters 3 - 4 reference letters 2 reference letters 0 reference letter 	<p>30</p> <p>20</p> <p>10</p> <p>0</p>
2.	<p>Roll out plan for the delivery of the board risk assessment; under session 3 and 4 (20 Points)</p> <p>Sliding scale</p> <p>Submit a roll out plan, addressing:</p> <ul style="list-style-type: none"> Detailed plan explaining how the programmes will be implemented as per the TOR (20) No clear roll out plan that meets the deliverables in terms of the TOR (0) 	<p>Roll out Plan:</p> <ul style="list-style-type: none"> Detailed Roll out plan. No clear roll out plan 	<p>20</p> <p>0</p>
3.	<p>Qualification and Experience of personnel (<i>Attach CVs and qualifications of the project team</i>) (50 points)</p> <p>3.1 Facilitators experience on risk management = (25)</p> <p>Executive position (25)</p> <p>or</p> <p>Senior management position (10)</p> <p>NB: Please note the marks will be allocated to the Executive or Senior manager. Point won't be allocated to all position.</p> <p>3.2 Facilitator qualification = 25</p>	<ul style="list-style-type: none"> 5 years and above Above 3- 4 years 1 - 2 years Less than 1 year <ul style="list-style-type: none"> 5 years and above Above 3- 4 years 1 - 2 years <ul style="list-style-type: none"> Master's in risk management and or GRC related 	<p>25</p> <p>15</p> <p>10</p> <p>0</p> <p>10</p> <p>5</p> <p>0</p> <p>25</p>

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		<ul style="list-style-type: none"> Honours degree in Risk Management and/or GRC related fields. 	15
TOTAL			100

Bidders must provide documents to justify awarding the above points, and such include details of contactable references to validate the information submitted.

8.4. STAGE 3: PRICING & SPECIFIC GOALS

PRICING SCHEDULE DOCUMENTS

- a. Costing Model (*Price must be final, include VAT and signed*)
- b. **SBD 6.1** - Preferential Points Claim Form in terms of the Preferential Procurement Regulations, 2022
- (If claiming preferential points) - this will be used to verify points to be allocated for specific goals

80/20 preference point system shall be applicable as follows:

- ✓ Price **80**
- ✓ Allocation of specific goals **20**

In order to facilitate a transparent selection process that allows equal opportunity to all service providers, the ETDP SETA will adhere to its policy on the appointment of service providers.

9. BID CONDITIONS

The ETDP SETA Supply Chain Management Policy will apply:

1. ETDP SETA does not bind itself to appoint a bidder with the highest points.
2. ETDP SETA reserves the right to negotiate the bidder's price.
3. ETDP SETA reserves the right to cancel the bid and not award the bid to any of the bidders.
4. Bids which are late, incomplete, unsigned **will NOT** be accepted.
5. ETDP SETA reserves the right to include a penalty fee should the training programme not be completed as per the service level agreement.
6. Bidders must submit a valid certified B-BBEE Certificate from SANAS Accredited Verification Agency or issued by Companies and Intellectual Property Commission (**CIPC**) or a signed Sworn Affidavit for allocation of points for specific goals.
7. Specific goals shall not be allocated where supporting documents as stated in the bid documents are not provided.
8. Bids submitted are to hold good for a period of **90 days**.
9. No sub-contracting will be allowed for this bid.
10. Companies who bid as a joint venture must submit a **consolidated B-BBEE Verification certificate prepared for this bid only**, from **SANAS Accredited Verification Agency** in order to be eligible for empowerment points. Companies who form part of this joint venture **MUST** provide an accreditation certificate with relevant authority as stated in Mandatory documents.
11. Failure on the part of a bidder to submit proof of B-BBEE Status level of contributor, sworn affidavit or a B-BBEE Certificate, together with the bid, will be interpreted to mean that points for specific goals for B-BBEE status level of contribution are not claimed.
12. Deregistered and blacklisted companies including directors/owners/individuals linked to the company will not be considered. Due diligence will be conducted with successful bidders to validate submitted information.
13. All suppliers must be registered on the Central Supplier Database. No bid shall be awarded to any supplier that is not registered on the Central Supplier Database.
14. Companies that are in the process of de-registration in the CIPC will not be considered.
15. Service Provider must provide proof of Public Liability Insurance prior to the signing of a Service Level Agreement.
16. The ETDP SETA remains the sole owner and custodian of all content, material, or any other form of development. No information of or on behalf of the ETDP SETA may be shared, during the duration or after the closing period of the project. It remains the responsibility of the appointed service provider to hand over all material to the ETDP SETA. Should a service provider wish to have the ETDP SETA as a referral, permission for this must be sought.

10. DISCLAIMER

Protection of Personal Information Act 4 of 2013 (POPIA) and Promotion of Access to Information Act 2 of 2000 (PAIA) Disclaimer

1. By submitting your proposal, you grant the necessary consent as you acknowledge that:
 - ETDP SETA treats data it gathers and personal information it collects, holds and/or processes as private.
2. Therefore:

Your right to privacy and security is very important to us. The ETDP SETA as a responsible party treats personal information of data subjects as private and confidential. To that end, we collect personal information for the purposes set out in this document or otherwise the specific purpose(s) communicated to you.
3. We may also use your information for a number of different purposes, for example to fulfil our legal and regulatory obligations of the SETA.
4. For more detailed information on how and why we may use your information, including the rights in relation to your personal data, and our legal grounds for collection, processing and using it, please view the ETDP SETA Protection of Personal Information Policy and Promotion of Access to Information Manual on our website: www.etdpseta.org.za "ETDP SETA PAIA Manual and POPIA Manual".

11. BID DOCUMENTS / PROPOSAL PACKS

Bid documents for participation will be available on national treasury e-portal and our website. Documents **must** be downloaded from the ETDP SETA website: www.etdpseta.org.za , Main Menu > Supply Chain Management > Open RFQs as from **12h00 on 18 May 2026**.

All Proposals **must be Sent via email to** etdpsetarfq@etdpseta.org.za

Submissions must be sent **BEFORE** the closing date and time of **11h00 on 09 June 2026**.

No late submission will be accepted!

12. CLOSING DATE

All Proposals should reach the ETDP SETA Offices on or before **11h00 on 09 June 2026**.

13. CONTACT PERSON

NO telephonic or any other form of communication relating to this bid will be permitted with any other ETDPSETA member of staff either by Bidders (as collective bidding team or individual of the bidding team), representative of Bidders, associates of Bidders, shareholders of Bidders, other than with the named individual stated below. ANY MEANS OF ATTEMPTING TO INFLUENCE THE ADJUDICATION PROCESS OR OUTCOMES OF THE ADJUDICATION PROCESS WILL RESULT IN IMMEDIATE DISQUALIFICATION OF THE ENTIRE BID. All enquiries regarding this bid must be in writing only and be directed to:

Supply Chain Manager: Email: Tenderers@etdpseta.org.za

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Note: Blacklisted companies appearing on the National Treasury database and prohibited from conducting business with public entities will be disqualified.