



AGRICULTURAL RESEARCH COUNCIL

TERMS OF REFERENCE

THE APPOINTMENT OF A QUALIFIED AND EXPERIENCED SERVICE PROVIDER FOR THE PROVISION OF CHIEF RISK MANAGEMENT SERVICES ON A RETAINER BASIS, MANAGING THE ARC'S RISK MANAGEMENT PORTFOLIO.

1. Introduction

The Agricultural Research Council (ARC) requires the services of a suitably qualified and experienced service provider to provide **Chief Risk Officer (CRO) services** on a **part-time retainer basis**.

The objective is to strengthen the ARC's Enterprise Risk Management (ERM) capability, ensure compliance with applicable legislation and governance frameworks, and support institutional resilience in line with **King V, PFMA, and National Treasury Regulations**.

2. Organisational Information

Item	Detail
Institution	Agricultural Research Council (ARC)
Location	Central Office, Hatfield
Division	Group Executive: Operations
Section	Risk Management Function

3. Scope of Service Required

Item	Detail
Services Required	Chief Risk Officer (CRO)
Contract Type	Fixed-Term Retainer Contract
Duration	12 Months
Time Commitment	40 hours per month



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4. Purpose of the RFQ

To appoint a service provider to provide **strategic and operational risk management services** to the ARC, ensuring effective governance, compliance, and risk oversight across the organisation.

5. Scope of Work

The appointed Service Provider will be responsible for providing CRO strategic advisory and oversight services on a part-time basis, including but not limited to:

5.1. Enterprise Risk Management (ERM)

- Develop, maintain, and enhance the ARC Enterprise Risk Management Framework.
- Facilitate risk identification, assessment, mitigation, and monitoring.
- Maintain strategic and operational risk registers.

5.2. Governance and Reporting

- Provide advisory support to:
 - Risk Management Committee (RMC).
 - Audit and Risk Committee (ARCo).
 - Executive Management Committee (EMC).
 - ARC Council.
- Prepare quarterly and annual risk reports.
- Ensure alignment with PFMA, Treasury Regulations, and King V.

5.3. Business Continuity and Resilience

- Develop and maintain Business Continuity Plans (BCP) and Disaster Recovery Plans (DRP).
- Support periodic testing and simulation exercises.

5.4. Compliance and Emerging Risks

- Monitor regulatory changes and emerging risks.
- Advise on risk mitigation strategies across the organisation.

5.5. Risk Culture and Capacity Building

- Promote risk awareness across the organisation.
- Conduct risk training and capacity-building sessions.



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6. Deliverables

The service provider must deliver:

- Review, Monitor and Enterprise Risk Management Framework.
- Review, Monitor and Strategic and Operational Risk Registers.
- Review, Monitor and Business Continuity and Disaster Recovery Plans.
- Review, Monitor and Risk Maturity and Compliance Assessment Report (annual).
- Training and awareness reports.
- Quarterly Risk Reports to governance structures (RMC and ARCo).
- Committee support documentation (ARCo, RMC, EMC).

7. Duration of Contract

- Fixed term: 12 months.
- Service delivery: 40 hours per month (part-time retainer basis).
- Renewal subject to performance evaluation and institutional requirements.

8. Minimum Requirements

8.1. Company Experience (*Provide Company Profile with 3 reference letters*)

- The service provider must have at least ten (10) years of experience in doing similar work.

8.2. Qualifications of allocated resource/s (*Provide Allocated Resource/s detailed CVs with qualification certificates*).

- Relevant NQF Level 8 qualification in:
 - Risk Management / Finance / Auditing / Business Administration.
- Postgraduate qualification (MBA / MCom or equivalent) will be an added advantage.

8.3. Experience of allocated resource/s (*Provide Allocated Resource/s detailed CVs*)

- Minimum **8–10 years' experience in risk management.**
- At least **3 years in a senior management** role.
- Proven experience in Enterprise Risk Management in:
 - Public sector OR large complex organisations.
- Experience with Board and Audit & Risk Committees.

8.4. Professional Registration (*Provide Allocated Resource/s detailed CVs with certificates*).

- Registered member of IRMSA (CRM Professional/Practitioner) or equivalent.



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9. Reporting Structure

The CRO role will report:

- Functionally and administratively to: **Group Executive: Operations.**

10. Pricing Structure

A fixed monthly fee for 12 months (including travel and expenses). Pretoria-based (e.g., Hatfield, including remote working) as **per Item 3 above.**

Deliverables/ Milestone	Cost (VAT Exclusive)	Total Cost (VAT Inclusive)
Monthly Cost (40 hours per month, which includes travel and expenses).		
Total cost for 12 months contract as per Item 3.		

11. Bid Evaluation Criteria

This bid will be evaluated in four phases.

The bid evaluation process will be conducted, and the bidder must qualify at each stage to be eligible to proceed to the next stage of the evaluation as follows:

- Phase 1: Compliance with the administrative bid requirements.
- Phase 2: Mandatory requirements.
- Phase 3: Technical/Functionality
- Phase 4: Price and BBBEE.

11.1. PHASE 1: ADMINISTRATIVE REQUIREMENTS

The following shall be submitted with the bid proposal or adhered to throughout the tender:

- Valid Tax Pin number from SARS.
- Valid B-BBEE certificate or affidavit.
- CSD report (Central Supplier Database report).
- Complete and sign all SBD forms.

11.2. PHASE 2: MANDATORY REQUIREMENTS



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Bidders will be evaluated against the mandatory requirements listed below; failure to meet these requirements will result in **disqualification**, and bidders will not proceed to the functionality evaluation.

- Provide Company Profile with at least 3 reference letters for similar work done in the past 10 years as per section 8 above.
- CV/s of proposed allocated resources (CRO), with proven experience in Risk Management as per section 8 above. Attached qualifications and membership certificates.
- Provide certificates of registration of membership to IRMSA (CRM professional/Practitioner) or equivalent for the resource/s that will be allocated to this project.

11.3. PHASE 3: FUNCTIONAL/TECHNICAL EVALUATION

The bidder must meet the following functional/technical criteria. Bidders who do not meet all the functional/technical criteria will be disqualified from further evaluation:

Bidders who do not obtain a minimum score of 60% or more out of 100 thresholds on functionality will be disqualified and will not be evaluated for price and B-BBEE (Specific Goals).

The functionality of the proposals will be evaluated in accordance with the criteria below:

FUNCTIONALITY EVALUATION CRITERIA	WEIGHT
<p>The rating will be as follows:</p> <p>Non-submission-1=poor; 2=Average;3=Good;4= Very Good and 5= Excellent</p> <p>The bidder must demonstrate that they can render the required service. Proof of experience in similar projects. Must provide company profile and at least three (3) signed reference letters for similar work done (the past 10 years) that should contain the following:</p> <ul style="list-style-type: none"> • The name of the client. • On their Company letterhead. • Contact Person, e-mail/telephone. • Description of the service provided. • Duration of the contract (start-end date) 	<p>30</p>



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<ul style="list-style-type: none"> Value of the contract. <p>N.B. Reference letters that do not contain all the above requirements will not be considered.</p> <ul style="list-style-type: none"> No reference letters =1 point One-Two reference letters for projects = 2 points Three reference letters for projects = 3 points Four-Five reference letters for projects =4 points Six and above reference letters =5 points 	
<p>Provide CV/S of the resources that will be allocated to this project to enable evaluation of their years of relevant (Risk Management) experience.</p> <ul style="list-style-type: none"> Less than 5 years of experience = 1 point. 5 - 7 years' experience = 2 points 8 - 10 years' experience = 3 points 11 -15 years' experience = 4 points With more than 15 years' experience = 5 points 	35
<p>Provide Certified copies of the qualifications of resources that will be allocated to this project to enable evaluation of their qualifications (formal university degree).</p> <ul style="list-style-type: none"> CVs submitted with Higher Certificate or National Diploma (NQF-6) = 1 point. CVs submitted with an NQF-7 Qualification = 2 points CVs submitted with an NQF-8 Qualification = 3 points CVs submitted with an NQF-9 Qualification = 4 points CVs submitted with an NQF-10 Qualification = 5 points 	35
Functional Total	100
Threshold	60%

11.4. PHASE 4: PRICE AND B-BBEE (SPECIFIC GOALS)

Bidders that do not meet the minimum threshold as indicated above will not be evaluated for pricing and B-BBEE(Specific Goals)

Technical Functional Criteria	Weightings
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Total technical/functional	100
Minimum threshold	60
Points allocated for price	80
Points allocated for specific goals	20
Total points for price and specific goals	100

The 80/20 principle will apply under the Preferential Procurement Policy Framework Act.
Specific Goals

Specific Goals	Percentage Ownership (1%)	Points (20)	Points (10)
Ownership by HDIs	51%+	6	3
Ownership by Women	51%+	4	2
Ownership by Youth	51%+	4	2
Ownership by PwD	51%+	2	1
BEE Status	Level 1 – 4	2	1
RDP Goals	Points will be allocated to enterprises located in rural areas.	2	1
TOTAL POINTS		20	10