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RFQ NO: 17/08/2022/Risk

Date: 16 August 2022

Dear Bidder

Subject Matter: Request for Quotations for Risk Assurance Tool for the period of seven (7) months for the South African Tourism

The mandate of South African Tourism in terms of the Tourism Act is to provide for the development and promotion of sustainable tourism for the benefit of the Republic, its residents and its visitors. It is common cause that tourism is a strategic industry in terms of the National Tourism Sector Strategy as it supports government objectives of alleviating the triple challenges of unemployment, poverty and inequality.

The scope of South African Tourism's business includes four (4) distinct areas of business focus and delivery, with different target markets and segments:

- I. International Leisure and Domestic Leisure Tourism (travel trade and consumer),
- II. Business events through the delivery unit the South African National Convention Bureau (Meetings, Incentives, Conferences, Exhibitions);
- III. Quality assurance of the tourism sector/industry through the delivery of both Visitor Experience and the Tourism Grading Council of South Africa.
- IV. Corporate - enhancing the South African Tourism brand.

Section 217 of the Constitution of the Republic of South Africa, 1996, prescribes that goods and services must be contracted through a system that is fair, equitable, transparent, competitive and cost-effective and also confers a constitutional right on every potential supplier to offer goods and services to the public sector when needed.

The submission of proposals will be in terms of this document. All information requested, must be supplied and all annexures completed, whether such information or annexure refers to the eventual RFQ or not. This information will form part of the eventual RFQ and must therefore be completed, as there will not be an opportunity to do so later. Thus, it is essential that the information supplied is both correct and true.

South African Tourism has a detailed evaluation methodology premised on Treasury Regulation 16A.3 promulgated under Section 76 of the Public Finance Management Act, 1999 (Act, No. 1 of 1999), the Preferential Procurement Policy Framework Act 2000 (Act, No.5 of 2000) read with Preferential Procurement Regulations 2017, and the Broad-Based Black Economic Empowerment Act, 2003 (Act, No. 53 of 2003).

SA Tourism invites prospective bidders for the Request for Quotations for Risk Assurance Tool for the period of seven (07) months for the South African Tourism.

1. The scope of services.

The scope of services will therefore need to include, but will not be limited to, at least the following:

Risk Management

- Manage risks throughout the life cycle using a flexible and integrated platform;
- Ensure effective monitoring, reporting and decision-making;
- Monitor risk management actions at any management level;
- Treat risks and reduce potential impacts; and
- Establish Operational Risk Control Workflows

REQUIREMENT	DESCRIPTION
<ul style="list-style-type: none">• Access control set-up (Integrate with SA Tourism's Active Directory (AD) for user access and authentication)	<ul style="list-style-type: none">• Ability to establish, modify and monitor access control (i.e. administrator, user, read and write only access).• Ability to allow permissions such as author, edit, assign and approve.• Ability to segment access control according to the organization hierarchy and defined user access requirements for each module.• Ability of the system to be integrated with Microsoft Outlook and GMAIL/ Chrome.• Ability to ensure that risk owners can only view the risks they are responsible for.• Ability to have the administrator modify access without contacting the vendor.
<ul style="list-style-type: none">• Content / hierarchy profile set up and mapping	<ul style="list-style-type: none">• Ability to create hierarchy (i.e. content profile) by division /business unit, Location, and Business Process.• Ability to easily alter the organizational hierarchy with automatic re mapping of subordinate hierarchies and ALL supporting data (including attachments - e.g. evidence produced from testing) to a new reporting relationship.
<ul style="list-style-type: none">• Risk and control data mapping and integration	<ul style="list-style-type: none">• Ability to link risks and controls across functions, business processes, locations and modules (i.e. compliance, internal audit and enterprise risk management).• Ability to integrate information and results (from various business processes, functions and application modules into an overall ERM framework.• Ability to roll up all risks into a single impact/likelihood matrix and ERM framework.• Ability to automatically drill down from the single framework to get the cascading information e.g. risks, risk responses, etc.• Ability to generate reports on specific risks and controls both aggregated and non-aggregated results (i.e. for a specific process, location, category etc.
<ul style="list-style-type: none">• Ability to categorize the work performed	<ul style="list-style-type: none">• Ability to identify the work by area performing the work (Compliance and other regulatory requirements), Internal Audit and ERM.• Ability to identify work by business unit (finance, operations etc.) and by process.

<ul style="list-style-type: none"> • Policy and procedure management 	<ul style="list-style-type: none"> • Ability to load methodologies (Risk, Compliance, BCM, Other) • Ability to load scoping/planning exercises.
<ul style="list-style-type: none"> • Workflow management (streamline i.e. focus on the approve and review aspect) 	<ul style="list-style-type: none"> • Ability to manage, track and direct the preparation, review and approve tasks associated with various documents and activities (i.e. ability to create a workflow hierarchy such that no data can be finalized without the respective approval). • Ability to generate reports as to what is waiting in someone's "to approve" list - with automatic email generation outlining the same to notify reviewers. • Ability to generate a date time stamp of when work was approved and by whom. • Workflow management date time stamp should be visible on the screen or at least easily accessible.
	<ul style="list-style-type: none"> • Ability to track the status of outstanding remediation plans and provide reminders to the responsible individuals. • Ability to remind (through automated notifications) action plan owners of the key controls they are responsible for on a regular basis. • Ability to track completion status and allow approval by management at various stages of work completion.
<ul style="list-style-type: none"> • Performance management (i.e. key metrics) 	<ul style="list-style-type: none"> • Ability to create checklists of what is required to complete a piece of work (i.e. stages of completion). • Ability for system to automatically track the completion of the sub tasks providing an overall completion analysis and what remains outstanding. • Dashboard analysis to summarize the above. • Other key metric analysis includes but are not limited to: how long remediation items outstanding (by person, location, etc.), status of % completion, dashboards, etc.

<ul style="list-style-type: none"> • Reporting 	<ul style="list-style-type: none"> • Library of pre-built reports that meet SA Tourism 's reporting needs (with minimal customization required). • Ability to create ad-hoc reports by the administrator in the system (without needing to contact the vendor - such as the ability to design own reports, and have standard reports). • Ability to export the reports in a variety of formats (Word, Excel and pdf). • Ability to create risk heat maps and drill down to obtain additional details when required. • Reports: <ul style="list-style-type: none"> - Top 10 Risk Dashboard - Bar chart - Risk rating vs. Risk Control Effectiveness Top 10 - Detailed Activities Action Report - Risk per Page Report - Risk report which links the risk to the risk appetite at all levels (Strategic, Tactical, Operational and business process) - Risk Register (Links) - Trend Analysis report on Key Risk Indicators - Trend analysis report on risk profile (year on year comparison) - Heat maps for all levels (Strategic, Tactical, Operational and business process) - Risk Maps/ Bow tie diagrams
<ul style="list-style-type: none"> • Voting Technology 	<ul style="list-style-type: none"> • Ability to seamlessly integrate wireless and remote anonymous voting technology • Direct risk voting during the risk workshop; and • Ability to have group task owners e.g. Heads, Execs, Managers etc.
<ul style="list-style-type: none"> • Self-assessment 	<ul style="list-style-type: none"> • Ability to allow users to self-assess and report on controls, business changes, audit issues/actions • Ability to consolidate and analyse the self-assessment results. • Ability to stratify and filter the self-assessment results including drill down capability to view details of results.
<ul style="list-style-type: none"> • Scalability & flexibility 	<ul style="list-style-type: none"> • Flexibility to support report writing capabilities • Ability to adapt and scale the system to meet changing needs
<ul style="list-style-type: none"> • Lock down prior years and roll forward 	<ul style="list-style-type: none"> • Ability to lock the information in the system for the previous years upon completion. • Ability to lock previous control confirmations, certification sign-offs and action item reporting.
<ul style="list-style-type: none"> • Quarterly/Annual certification 	<ul style="list-style-type: none"> • Ability for control owners to view all the controls for which they are accountable and to verify and sign-off on-line (with a date time stamp) that there has been no change in the key controls and that the controls are working as intended. • Ability for controls owners to make and suggest amendments to controls.

	<ul style="list-style-type: none"> • Ability for systems to automatically send out emails and access URL's re the above, e.g. populate Management Assurance Letter and then get it reviewed and signed off. • Ability for system to track and provide updates as to which certifications remain outstanding.
<ul style="list-style-type: none"> • Business Process Risk Assessment 	<ul style="list-style-type: none"> • Ability to link similar risks across various business processes. · Ability to assess the inherent and residual likelihood, with a link to the ERM methodology in the system (to ensure a consistent assessment). • Ability to create a risk library once the information is input into the system to use for other purposes. • Ability to add a rationale for why a risk is not being considered for a process/location etc. • Ability to generate a matrix of standard risks for all processes/locations mapped to specific process/locations that they apply to. • Ability to mandate the creation of an action item if the risk falls below an acceptable residual threshold.
<ul style="list-style-type: none"> • Control Assessment 	<ul style="list-style-type: none"> • Ability to link similar controls across various business processes, division /business units, locations, modules (internal audit and enterprise risk management). • Ability to categorize controls: • key and compensating controls • type of control, (preventative or detective, manual or automated) • Ability to define controls by SEAT (specific description, evidence, accountability assigned and time frame/frequency) Ability to present all the linked controls for a risk in a succinct manner that enables the evaluation of the control portfolio to determine the acceptability of the residual risk.
<ul style="list-style-type: none"> • Process Flow Documentation 	<ul style="list-style-type: none"> • Ability to enter process flows (narrative and flowchart into the system, rather than into Visio and Word).
<ul style="list-style-type: none"> • Test scripts and results 	<ul style="list-style-type: none"> • Ability to link test scripts/procedures across multiple business processes (Refers to the testing of a control and linking that control to a specific unit or division) • Ability to sort, filter, consolidate and analyse test results by various views (i.e. business process, function, region, corporate level)

<ul style="list-style-type: none"> Action Items (remediation plans) 	<ul style="list-style-type: none"> Ability to link action items to controls and/or risks and process (where applicable). Ability to link and copy actions items to other locations, processes, or division /business units. Ability to link the action items to the assessment completed (i.e. is it addressing a material weakness, significant deficiency or inconsequential item; and the related risk and control items addressed). Ability to enter comments into the action item fields for progress made to date on the remediation plans. Ability to capture comments relating to changes to the action plans (this includes date changes, personnel changes). Ability to insert the % completion for action items using pre-determined criteria. Ability to categorise action plans that are preventative, corrective and corrective controls.
<ul style="list-style-type: none"> Assessment & Reporting 	<ul style="list-style-type: none"> Ability to conclude upon residual risk once the control assessment is complete for both the design and operating effectiveness phases (including at the assertion level) Ability to conclude upon residual risk once the control assessment is complete for both the design and operating effectiveness phases (at the overall process level).

<ul style="list-style-type: none"> Deficiencies/Issues 	<ul style="list-style-type: none"> Ability to create a summary of Deficiencies (i.e. ability to aggregate deficiencies by process, location, region, corporate) Ability to link information from the action plans (remediation plans) to the summary of overdue action plans. Ability to link information from the action plans (remediation plans) to the summary of overdue action plans. Ability to lock down overdue action plans for each year after completion Ability to roll forward overdue action plans to the following year.
<ul style="list-style-type: none"> Risk Universe & Plan 	<ul style="list-style-type: none"> Ability to create an overall Risk and Compliance Universe that maps and links to related processes and functions. Ability to integrate with ERM to create a Risk Based Audit Universe leveraging results of ERM assessments based on balance of compliance, operational and financial risk exposures. Ability to link risks and controls in ERM and Compliance directly to the Audit Universe and plan.

<ul style="list-style-type: none"> • Risk Definition 	<ul style="list-style-type: none"> • A text field for documentation of the risk definition. • Ability to modify and edit the risk definition.
<ul style="list-style-type: none"> • Risk Classification 	<ul style="list-style-type: none"> • Ability to link the strategic objectives, APP Targets to the risk categories Functionality to classify and categorize risks (i.e. strategic, financial, operational, IT, H/R, Legal & Regulatory, Environmental). • Ability to stratify and view risks by risk category for a specific division /business unit/function, business process, region or on enterprise wide basis.
<ul style="list-style-type: none"> • Enterprise Risk Universe 	<ul style="list-style-type: none"> • Ability to document specific contributing factors for each risk within the risk universe. • Ability to document specific mitigating strategies and controls that exist relative to the risk. • Ability to identify inter-related risks with either common contributing factors or common mitigating controls/strategies.
<ul style="list-style-type: none"> • Cascading of Risk Universe 	<ul style="list-style-type: none"> • Ability to have an enterprise wide risk universe with subordinate risk matrices (at department) level that map to the enterprise wide risk universe. • Ability to create separate risk universe by division /business unit, business process, region etc. • Ability to roll-up the business process/unit level risk universe results to an enterprise wide risk framework. • Ease at which these risk matrices can be changed (historically, future based and/or both) and extent to which updates are automatically reflected in all related documents.
<ul style="list-style-type: none"> • Risk scoring 	<ul style="list-style-type: none"> • Ability to define and set the risk assessment scale and definitions for impact and likelihood. At a minimum should support a 5-point scale.
<ul style="list-style-type: none"> • Risk assessment 	<ul style="list-style-type: none"> • Anonymous voting technology functionality integrated with the system (Refer to “Voting Technology”) • Aggregates the risk assessment results of on-line assessments · Provides risk assessment results on: <ul style="list-style-type: none"> - An enterprise wide basis - By individual division /business unit or process (where applicable) - Consolidates risk assessment results of multiple business units to roll up to an overall ERM wide view (where applicable) • Retains the risk assessment scores / results for each risk and for multiple division /business unit level risk assessments for a specified period (i.e. 5 years) • Shows the historical / comparative risk assessment results over a minimum period of 3 years • Provides the capability to filter and analyse the risk

	<p>assessment results i.e. by:</p> <ul style="list-style-type: none"> - high to low or reverse
	<ul style="list-style-type: none"> - by impact only - by likelihood only - by overall risk score - by region - by risk category - by division /business unit/ function - business process - or enterprise wide
<ul style="list-style-type: none"> • Risk appetite 	<ul style="list-style-type: none"> • Ability to link the risk and control assessment to the risk appetite.
<ul style="list-style-type: none"> • Risk mitigation strategies 	<ul style="list-style-type: none"> • Ability to classify the risk mitigation strategies (i.e. mitigate, accept, transfer, avoid). • Ability to document risk mitigation strategies that have been developed to address the risks based on the risk assessment. • Ability to identify timelines, accountability and specific activities for the risk mitigation strategies. • Ability to track the status of the risk mitigation strategies and identify/flag items tracking behind schedule. • Periodic reminder notices to accountability owners on open risk mitigation action items.
<ul style="list-style-type: none"> • Risk monitoring & reporting 	<ul style="list-style-type: none"> • Ability to analyse and compare risk profiles across multiple division /business units, functions, regions. • Ability to provide real-time executive decision support in the form of interactive dashboards and reports. • Ability to generate a risk dashboard summary type report based on defined criteria / data sets. Standard Reporting with drill-down dashboards, heat maps, trends, audit trails and scorecards. • Extent of standard report templates available and ability to develop customized reports. • Ability to view report of all risk mitigation strategies developed on an overall basis or by division /business unit/process.
<ul style="list-style-type: none"> • Key risk indicators 	<ul style="list-style-type: none"> • Ability to develop metrics that will be used by organisation to provide an early signal of increasing risk exposures in various areas of the organisation.

<ul style="list-style-type: none"> • Risk Incident Management 	<ul style="list-style-type: none"> • Ability of to capture various risk incidents i.e. loss events, compliance breaches, key risk indicators breaches etc. from various functions within SA Tourism E.g. Business Continuity, Occupational Health and safety, Information Technology, Legal, Compliance, Operations, etc. • Link incidents to function, process, risk, risk and or process owner as well as action plans to remedy the incident etc. • Forms to record and analyse the incidents to identify root causes • Escalation of risk incidents in line with set escalation parameters [time, impact rating, risk type etc.]
<ul style="list-style-type: none"> • Other 	<ul style="list-style-type: none"> • The solution proposed may offer other features that can be of value

1. Format of proposals

Bidders must complete and return all the necessary standard bidding documents (SBD's) attached to this request for technical and financial proposals.

Bidders are advised that their proposals should be concise, written in plain English and simply presented in the same order as indicted below: -

- a) A cover letter introducing your firm and credentials, capacity, capability and experience for this assignment;
- b) National Treasury Centralized Supplier Database (CSD) registration summary report with a valid tax status;
- c) Proof of B-BBEE Status level contribution;
- d) Bidders must have specific experience and submit at least three recent references (in a form of written proof(s) on their client's letterhead including relevant contact person(s), office telephone & fax number, website and email address) where similar work was undertaken.
- e) Overview of the methodology your firm uses to facilitate the development of implementation plans;
- (f) Outline of the qualifications and related experience of the proposed candidate who will be assigned to the matter;
- f) Financial proposal to deliver the assignment, i.e. your firm's daily rate for facilitation services, including any other cost SA Tourism should be aware off for the successful completion of the assignment;
- (h) Declaration of Interest - SBD 4;
- g) Preference Point Claim Form - SBD 6.1;

Evaluation Method

The evaluation process of bids will comprise of the following phases:

Phase 1	Phase 2	Phase 3
Administration and Mandatory bid requirements	Functionality	Price and B-BBEE
Compliance with administration and mandatory bid requirements	Bids will be evaluated in terms of functionality	The bidders that have successfully progressed through to Phase 2 will be evaluated in accordance with the 80/20 preference point system contemplated in the Preferential Procurement Policy Framework Act, 70 points will be awarded for price while 20 points will be allocated for preference points for BBEE as prescribed in the regulations.

Points awarded for functionality:

EVALUATION CRITERIA	Rating					Weight
	1	2	3	4	5	
The Bids will be evaluated on a scale of 1 - 5 in accordance with the criteria below. The rating will be as follows: 1 = Very poor, 2 = Poor, 3 = Good, 4 = Very good, 5 = Excellent						
1. Company Experience: <ul style="list-style-type: none">Bidders relevant experience as per the scope of work in this RFP<ul style="list-style-type: none">1 years up to 3 = 3+ 3 years up to 8 = 4more than 8 years = 5Notes: Bidders are expected to submit:Proven track of record and are able to IT Solution implementations including in public sector;<ul style="list-style-type: none">Period when related projects were delivered, preferably within last 3 years.Failure to submit a valid track record (including, may lead to a score of zero)3 valid reference letters required.						15
2. Methodology and Plans: Bidders must provide a detailed description of how they intend executing the assignment from inception to completion. This must include, as a minimum, a project plan with clear time frames, skills and resources utilized in each area. <ul style="list-style-type: none">Detailed project plan with clear timelines, resources and milestones and maximum implementation project period of over 5 months = 3,Implementation methodology, detailed project plan with clear timelines, resources and milestones and maximum implementation project period of between 3 and 4 months = 4,Implementation methodology, detailed project plan with clear timelines, resources and milestones and maximum implementation project period of between 1 and 2 months = 5						25

3. Experience of key personnel: <ul style="list-style-type: none"> Bidder must attach Team structure and Curriculum Vitae for the local skilled personnel who will be assigned to the project team. Years of experience in projects of similar nature: <ul style="list-style-type: none"> 3 to 5 years' experience = 3 6 to 10 years' experience = 4 +10 years' experience = 5 NOTE: the assigned resources will be expected to be part of the team if bidder is appointed. Otherwise similarly or better skilled resource will be required as replacement if the proposed resource is unavailable 	25
4. Solution Demo: <ul style="list-style-type: none"> The demo will be based on the requirements as per the scope of work above and the Solution's feature in relation to the requirements: 	25
TOTAL POINTS FOR FUNCTIONALITY	100
A threshold of 70% is applicable	

“functionality” means the measurement according to predetermined norms, as set out in the bid documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a bidder.

- I. Bids will be evaluated strictly according to the bid evaluation criteria stipulated in this section.
- II. Bidders must, as part of their bid documents, submit supportive documentation for all functional requirements. The official responsible for scoring the respective bids will evaluate and score all bids based on bid submissions and the information provided.
- III. The score for functionality will be calculated in terms of the 1 - 5 rating scale as shown in the functionality criteria matrix under paragraph 5.1.
- IV. The value scored for each criterion will be multiplied with the specified weighting for the relevant criterion to obtain the marks scored for each criterion. These scores will be added and expressed as a fraction of the best possible score for all criteria.
- V. The points for functionality and the points for B-BBEE level of contribution will be added together and the proposal from the bidder which meets the highest score will be deemed the preferred proposal.

Awarding of Points for Price and Broad-Based Black Economic Empowerment

The bidders that have successfully progressed through to Phase 3 (bidders who meets the minimum threshold for functionality of 70%) will be evaluated in accordance with the 80/20 preference point system contemplated in the Preferential Procurement Policy Framework Act, 2000 and the Preferential Procurement Regulations of 2017.

80 points will be awarded for price while 20 points will be allocated for preference points for BBEE as prescribed in the regulations.

Points for B-BBEE level of contribution will be awarded in accordance with the below table: -

B-BBEE Status Level of Contributor	Number of Points
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0

Adjudication and Final Award of Bid

The successful bidder will usually be the service provider scoring the highest number of points for comparative price and BBEE level of contribution or it may be a lower scoring bid on justifiable grounds or no award at all.

National Treasury Centralized Supplier Registration and B-BBEE Certificates

All bid submissions must include a copy of successful registration on National Treasury's Centralized Supplier Database (CSD) with a valid tax clearance status and an original or certified copy of a B-BBEE verification certificate (if you have been assessed).

Proposals which does not include these documents will not be considered.

Deadline for submission

All proposals must be e-mailed, in PDF format, to quotes@southafrica.net before 12:00, 24 August 2022 and should remain valid for at least 1 month after the closing date.

Confidentiality

The request for a technical and cost proposal and all related information shall be held in strict confidence by bidders and usage of such information shall be limited to the preparation of the bid. All bidders are bound by a confidentiality agreement preventing the unauthorized disclosure of any information regarding SA Tourism or of its activities to any other organization or individual. The bidders may not disclose any information, documentation or products to other clients without written approval of SA Tourism.

Terms of engagement

Prior to commencing with the assignment, the successful bidder will be required to meet with the GM: ICT to align the final statement of work (SOW) and criteria for approval.

Payments

No advance payments will be made in respect of this assignment. Payments shall be made in terms of the deliverables as agreed upon and shall be made strictly in accordance with the prescripts of the PFMA (Public Finance Management Act, 1999. Act 1 of 1999).

The successful bidder shall after completion of the contract, invoice SA Tourism for the services rendered. No payment will be made to the successful bidder unless an invoice complying with section 20 of VAT Act No 89 of 1991 has been submitted to SA Tourism.

Payment shall be made into the bidder's bank account normally 30 days after receipt of an acceptable, valid invoice.

Non-compliance with delivery terms

The successful bidder must ensure that the work is confined to the scope as defined and agreed to. As soon as it becomes known to the bidder that they will not be able to deliver the services within the delivery period and/or against the quoted price and/or as specified, SA Tourism's GM ICT must be given immediate written notice to this effect.

Retention

Upon completion of the assignment and / or termination of the agreement, the successful bidder shall on demand hand over to SA Tourism's GM ICT all documentation, information, etc. relevant to the assignment without the right of retention.

Cost

The bidder will bear all the costs associated with the preparation of the response and no costs or expenses incurred by the bidder will be borne by SA Tourism.

Cancellation of the request for a technical and cost proposal

SA Tourism may, prior to the award of the bid, have the right to cancel the bid if:

- (a) Due to changed circumstances, there is no longer a need for the service; or
- (b) Funds are no longer available to cover the part and/or total envisaged expenditure; or
- (c) No acceptable bids are received.

SA Tourism reserves the right to withdraw this request for technical and cost proposals, to amend the term or to postpone this work by email notice to all parties who have received this request.

Clarification

Any clarification required by a bidder regarding the meaning or interpretation of the Terms of Reference, or any other aspect concerning this request for technical and cost proposals, is to be requested in writing from the sourcing specialist.

Thanking you and looking forward to your proposal in this regard.

Yours in Tourism

Raymond Mabuela
Sourcing Specialist