



Tender Ref #:	FQ36/2025	Tender Description:	Appointment of service provider to conduct the Risk Maturity and Risk Culture Assessment on Risk Management Function within the Department of Cooperative Governance for a period of four (4) months
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PART A – BID DETAILS

1. The Department of Cooperative Governance (hereunder referred to as the Department or DCOG) invites prospective bidders for appointment of a service provider to conduct the Risk Maturity and Risk Culture Assessment on Risk Management Function within the Department of Cooperative Governance for a period of four (4) months.
2. The Department of Cooperative Governance (DCoG) is mandated to develop and monitor the implementation of national policy and legislation aimed at transforming and strengthening key institutions and mechanisms of governance in national, provincial and local government to fulfil their developmental role; develop, promote and monitor mechanisms, systems and structures to enable integrated service delivery and implementation within government; and promote sustainable development by providing support to and exercising oversight of provincial and local government.

PART B –ADMINISTRATIVE REQUIREMENTS

1. BID DOCUMENTS

Only bids that comply with all administrative requirements will be evaluated further onto the Mandatory Requirement stage.

SCM ADMINISTRATIVE COMPLIANCE		
#	Criteria	Yes / No
1.1	Supplier is registered on the National Treasury Central Suppliers Database (CSD) on or before the bid closing date.	
1.2	SBD 1 completed and submitted.	
1.3	SBD 3.2 completed and submitted.	
1.4	SBD 4 completed and submitted.	
1.5	SBD 6.1 completed and submitted.	

2. VERIFICATION OF INFORMATION PROVIDED

No bids will be considered from:

1. Individuals in the service of the State.
2. Organisations with directors (whether remunerated or not) in the service of the State.

This clause does not apply to bidders that are government departments/entities.

NB: The Department may request the bidder to provide information to engage banks, credit rating agencies and the relevant institutions to obtain information on credit records, criminal records, and pending court cases.

3. MANDATORY REQUIREMENTS

Failure to submit the documents listed below will render your bid null and void and will not be considered or will be disqualified.

Mandatory Requirement		
#	Criteria	Yes / No
3.1	Summary of Bidder Experience (Annexure A) attached.	
3.2	Proposed project team (Annexure B) attached.	
3.3	Proposal and project execution plan submitted	
3.4	Pricing information (Cost Breakdown – Annexure C) attached.	
3.5	The Project Leader must have a certified copy of valid professional registrations with the Institute of Risk Management or the Institute of Internal Auditors (local or international) for the team.	
3.6	The Project Leader must have a degree in Risk Management /Internal Audit/ Accounting or other relevant qualifications on NQF level 7 (Minimum) as recognized by SAQA	

N/B: Only bids that comply with the administrative and mandatory requirements will be evaluated further.

PART C – DETAILED REQUIREMENTS

1. Objective and Purpose of the Assignment

The objective of this RFP is to appoint a suitably qualified and experienced service provider to conduct DCoG's risk maturity and risk culture assessment and make recommendations that will assist the Department to improve and strengthen the overall risk management programme.

2. Introduction and background

DCoG operates and takes the lead in fostering cooperative governance across the three spheres of Government (National, Provincial and Local Government). The Department strategic focus is to ensure coordination among the three spheres of government to enable services to be directed towards the citizens of the country with the goal to eradicate poverty, inequality and unemployment.

The Department has adopted the King IV principles and ISO 31000 standard to implement enterprise risk management and assist the Department in pursuit of its mandate and set objectives. The Department has established a Risk Management function and has risk governance documents and structures.

The Risk Management Unit is the primary custodian of risk management processes in the Department. The Chief Risk Officer is responsible for the coordination and analysis of information needed to advise the Accounting Officer, Management, and reports to RMC and the Audit Committee as well as any other structures on risk management processes in the Department.

This is a request for a quotation for an independent Assessor or Assessment Team to perform an independent risk maturity and risk culture assessments with on the DCoG Risk Management function that is situated at the National Office, Arcadia in Pretoria.

The relevant DCoG programme should be introduced to prospective bidders in terms of the environment, strategic objectives, stakeholders, challenges, etc in as far as these relate to the purpose and scope of the assignment. Enough background information should be given to enable bidders to:

- (a) understand and comment on the needs of DCoG programme in relation to the assignment, and
- (b) prepare proposals that would adequately address the needs that were identified.

3. Problem Statement

The Department of Cooperative Governance (DCOG) is required to conduct risk maturity and risk culture assessment in line with the approved Risk Management strategy and Plan. The assessment seeks to assess the current risk maturity level of the department, establish the extent to which the organisation has implemented Enterprise Risk Management (ERM), and identify areas of improvement necessary to achieve desired risk management culture.

4. Detailed Scope of the assignment

The successful service provider will be required to fulfil the following functions:

Conduct a risk maturity assessment for the Department Risk Management function. The Department has adopted a five-tier maturity rating scale to measure the risk management maturity level of the organisation. Thus, the maturity rating scale utilised must be equivalent or similar.

- 4.1 Conduct a risk culture assessment for the Department's Risk Management function (1 month)
- 4.2 Conduct a gap analysis for the risk maturity and risk culture and develop a roadmap with recommendations for improvement in line with ISO 31000 (2018) and related supporting standards as well as King IV (2 months)
- 4.3 Compile and present the risk maturity assessment and risk culture assessment reports to the Chief Risk Officer and management. (1 month)
- 4.4 To achieve optimum benefits from the risk and culture assessments, the scope of work should include benchmarking, identification and reporting of leading practices that could assist the enterprise risk management function in becoming more efficient and/or effective, improve the risk maturity and risk culture of the Department.
- 4.5 Present the risk maturity and risk culture risk assessments results to the governance structures/Department (2 days)

5. Deliverables and time frames

Below are the assignment deliverables that must be met:

- 5.1 Signed off risk maturity and risk culture assessment reports, detailing gaps and a roadmap to close the gaps identified in line with the best practice.
- 5.2 Risk and Culture assessment working paper files (manual and soft copy).
- 5.3 Presentation of the final assessment reports to DCoG's Management Structures and the Risk Management Committee.

Note: The risk maturity assessment must be concluded within sixteen (16) weeks from the date of appointment.

6. Skills, Knowledge and Experience Requirements:

The service provider must demonstrate the following characteristics as an indication of its capacity and readiness to implement the assignment:

- A good understanding and knowledge of ERM.
- Knowledge of relevant regulations, standards, and guidelines of enterprise risk management.
- Strong communication and presentation skills. Sufficient capacity and skills to conduct the risk maturity assessment. Knowledge of the corporate governance in the Public Sector.
- Knowledge of public sector legislation (such as Public Finance Management Act, Treasury Regulations and Preferential Procurement Policy Framework Act)
- Preferably the project teams should include members with the following Professional qualifications.

7. Communication and Reporting

The successful service provider will be expected to communicate and report to the Chief Risk Officer.

8. Monitoring and Evaluation

The project deliverables will be monitored weekly through project status meetings and reports.

9. Bid Documents Submission Format

Package 1: The following should be submitted :

- SBDs 1, 4, and 6.1.
- National Treasury Central Suppliers Database (CSD) report, not older than 30 days (www.csd.gov.za).
- **Proposal Format** – Bidders must include a detailed work-plan/methodology, and the implementation plan as per proposal in their bid.

(a) Project implementation Plan that indicates the following:

- Clearly defined milestones that are 100% aligned to each of the key objectives and the expected outputs/ deliverables as outlined in the scope of work.
- Well-defined timelines for each of the activities and deliverables.
- Allocation of Human Resources.

(d) Previous and current similar contracts awarded to the bidder and client references.

NB: No pricing information must be included in package 1

Package 2: Pricing information.

- Separate envelope. Price proposals must include 15% VAT and must be fully inclusive to deliver all goods, services and outputs indicated in the terms of reference.
- *SBD 3.2 (Pricing Schedule)*
- Proposed cost breakdown on the last page of the ToR (Annexure C)

PART D – FUNCTIONAL EVALUATION – TO BE EVALUATED BY THE BEC

Each Bid Evaluation Committee (BEC) member will evaluate acceptable bids based on the proposals and bid documents submitted. The scoring system to be utilized will be from **0 – 4** as per the functional evaluation below

The **Score obtained for each criterion** will be calculated by multiplying the score awarded by a BEC member by the weight for that criterion. The **overall score for a BEC member** will be expressed as a percentage (Total weighted score divided by the maximum possible score, then multiplied by 100). The **overall score obtained by a bidder** will be the average of overall scores awarded by BEC Members (rounded to the nearest whole number). Only Bidders that received **the indicated minimum overall scores** will proceed to Part E – Price Evaluation and Award.

Where functional evaluation is conducted in stages, bidders must meet the minimum overall score for a particular stage to proceed to the next stage and only bidders that met the minimum overall scores for all stages will proceed to Part E – Price Evaluation

The Bid Evaluation Committee may:

- Evaluate and score bids based on the bid documents and proposals submitted; or

The final evaluation and scoring of bids will be based on the proposals submitted, as well as on information provided by bidders during bid presentations (if applicable). Presentations can be used to summarise and clarify bids and may not substantially depart from the proposals submitted.

1. FUNCTIONAL EVALUATION STAGE 1

EVALUATION OF THE PROPOSAL AND PROJECT EXECUTION PLAN

1.1	<p>Content, methodology and technical approach in executing Risk Maturity and Risk Culture Assessment Reviews.</p> <ul style="list-style-type: none"> • The bidder has outlined in their proposal the approach which addresses the detailed requirements of the advertised bid as highlighted in Part C, Paragraph 4 of the TOR (i.e. in line with the scope/ deliverables). • The methodology/technical approach in conducting risk maturity and risk culture assessments. • The proposal and project execution plan should outline how the service provider will utilise the methodology and its resources to conduct the risk maturity and risk culture assessments. • The proposal must have clear timelines. 	Weight 5x4	20
Evaluation			Score
Does not meet any of the elements listed above			0
Meet one (1) of the elements listed above			1
Meet two (2) of the elements listed above			2
Meet three (3) of the elements listed above			3
Meet all four (4) of the elements listed above			4
1.2	<p>Project Leader qualifications Qualification of the project leader who will be assigned to the project</p> <ul style="list-style-type: none"> • Includes one or more of the following qualifications: BTech/Degree in Risk Management/Internal Audit/ Accounting or other relevant qualifications on NQF level 7 as recognized by SAQA • Includes one or more of the following qualifications: Degree in Risk Management/Internal Audit/ Accounting or other relevant qualifications on NQF level 8 as recognized by SAQA • Includes one or more of the following qualifications: Degree in Risk Management/Internal Audit/ Accounting or other relevant qualifications on NQF level 9 as recognized by SAQA • Project Leader is a Certified Risk Professional or other related additional risk or audit certification. <p>(Proof of qualifications attached) Note: Qualification of team members/leader will be subjected to vetting</p>	Weight 5X4	20
Description			Score
Does not meet any of the elements listed above			0
Meet one (1) of the elements listed above			1
Meet two (2) of the elements listed above			2
Meet three (3) of the elements listed above			3
Meet all four (4) of the elements listed above.			4

1.3	<p>Project team member qualifications Qualification of Team member who will be assigned to the project</p> <ul style="list-style-type: none"> • Project team member qualifications: Includes any of the following qualifications: BTech/Degree in Risk Management/Internal Audit/ Accounting or other relevant qualifications on NQF level 7 as recognized by SAQA • Project team member qualifications: Includes any of the following qualifications: Degree in Risk Management/Internal Audit/ Accounting or other relevant qualifications on NQF level 8 as recognized by SAQA • Project team member qualifications: Includes any of the following qualifications: Degree in Risk Management/Internal Audit/ Accounting or other relevant qualifications on NQF level 9 as recognized by SAQA • Professional Certified Risk Management Practitioner/Professional/or other relevant risk or audit certification. <p>(Proof of qualifications attached) Note: Qualification of team member/leader will be subjected to vetting</p>	Weight 5X4	20
Evaluation			Score
Does not meet any of the elements listed above			0
Meet one (1) of the elements listed above			1
Meet two (2) of the elements listed above			2
Meet three (3) of the elements listed above			3
Meet all four (4) of the elements listed above.			4
1.4	<p>Proof of experience of project leader and team member demonstrating knowledge and experience in conducting risk maturity and risk culture assessments Knowledge and experience of project leader and team members who will be conducting the assessments</p> <ul style="list-style-type: none"> • Project Team Leader must have led the risk maturity and risk culture assessment team on two separate reviews in the past 10 years. • One team member must have been part of a risk maturity and risk culture assessment team on two separate reviews in the past 10 years. • Project Team leader has more than 5 years' experience in conducting risk maturity and risk culture assessments. • Project Team member has more than 3 years' experience in conducting risk maturity and risk culture assessments. <p>(CVs of proposed Project leader and team with sufficient detail to indicate the relevant experience in conducting risk maturity and risk culture assessments).</p>	Weight 5X4	20
Description			Score
Does not meet any of the elements listed above			0
Meet one (1) of the elements listed above			1
Meet two (2) of the elements listed above			2
Meet three (3) of the elements listed above			3
Meet all four (4) of the elements listed above.			4
1.5	References /Appointment Letter (s) from your clients where full risk maturity and risk culture assessments were conducted. (signed contactable reference/appointment letter).	Weight 5X4	20
Description			Score
No reference provided.			0
Meets one (1) reference requirement, (submitted (1) Contactable Reference/ Appointment Letter)			1
Meets two (2) reference requirements (submitted (2) Contactable Reference/ Appointment Letter)			2
Meets three (3) reference requirements (submitted (3) Contactable Reference/ Appointment Letter)			3
Meets four (4) or more reference requirements (submitted (4 or more) Contactable Reference/ Appointment Letter)			4

Minimum qualifying score to proceed to the next level: 70%

PART E – PRICE EVALUATION AND AWARD– TO BE EVALUATED BY THE BEC

Only bids that meet all administrative requirements and the minimum functional requirements will be evaluated in terms of the provisions of the Preferential Procurement Framework Act and related regulations – see attached bid documents. The evaluation method (80/20 or 90/10) and preference points allocation applicable to this bid are indicated in the attached SBD 6.1.

1. SPECIFIC GOALS

Specific Goals	Points	
	80/20	90/10
Black ownership	7	4
Women ownership	6	3
Youth ownership	4	2
Disability ownership	3	1

SPECIFIC/PREFERENTIAL GOALS FOR 80/20	80/20	SPECIFIC/PREFERENTIAL GOALS FOR 90/10	90/10
<u>Black Ownership (51% or more)</u> a) (0%) b) (1% - 10%) c) (11% - 25%) d) (26% - 50%) e) (51% -100%)	7 a) 0 b) 1 c) 3 d) 5 e) 7	<u>Black Ownership (51% or more)</u> a) (0%) b) (1% - 10%) c) (11% - 25%) d) (26% - 50%) e) (51% -100%)	4 a) 0 b) 1 c) 2 d) 3 e) 4
<u>Women Ownership (51% or more)</u> a) (0%) b) (1% - 10%) c) (11% - 25%) d) (26% - 50%) e) (51% -100%)	6 a) 0 b) 1 c) 2 d) 4 e) 6	<u>Women Ownership (51% or more)</u> a) (0%) b) (1% - 20%) c) (21% - 50%) d) (51% - 100%)	3 a) 0 b) 1 c) 2 d) 3
<u>Youth Ownership (51% or more)</u> a) (0%) b) (1% - 10%) c) (11% - 25%) d) (26% - 50%) e) (51% -100%)	4 a) 0 b) 1 c) 2 d) 3 e) 4	<u>Youth Ownership (51% or more)</u> a) (0%) b) (1%-50) c) (51% -100%)	2 a) 0 b) 1 c) 2
<u>Disability (51% or more)</u> a) (0%) b) (1% - 25%) c) (26% 50%) d) (51% 100%)	3 a) 0 b) 1 c) 2 d) 3	<u>Disability (51% or more)</u> a) (0%) b) (1% -50%) c) (51% -100%)	1 a) 0 b) 0.5 c) 1

2. Proof to claim specific goals

SPECIFIC GOALS	PROOF OF CLAIM REQUIRED
Black Ownership	Certificate issued by CIPC or CSD
Women Ownership	Certificate issued by CIPC or CSD
Youth Ownership	Certificate issued by CIPC or CSD
Disability	Medical Certificate from the Medical Doctor or Sworn Affidavit

PART F – SPECIAL CONDITIONS AND CONTRACT MANAGEMENT

1. SPECIAL CONDITIONS APPLICABLE TO THIS BID

- 1.1. The Department may, at its sole discretion, cancel this bid.
- 1.2. The period of thirty days (30 days) referred to in the General Conditions of Contract paragraph 27.2 applies. If the service provider is found to have engaged in fraudulent activities or caused the Department to incur irregular expenditure, the Department reserves the right to cancel the bid and any subsequent SLA with immediate effect. Repercussions for the conduct of the Service Provider referred to above may include blacklisting of the Service Provider thus preventing them from doing business with government for 10 years.
- 1.3. The Department may, at its discretion, require that each employee of appointed service providers, each contractor or other participants, sign a code of conduct to promote ethical behaviour. The Department may, at its sole discretion, prohibit any person found to be in breach of such code of conduct from further participation or involvement in the project.
- 1.4. Additional conditions for an applicant who would like to apply as a Consortium / Joint Venture. It is recognised that applicants may wish to form consortia or joint ventures to respond to this bid. The following guidelines apply:
 - Bidders are prohibited from being part of more than one consortium / joint venture and to submit an individual bid and a bid as part of a consortium / joint venture.
 - One of the members shall be nominated by the others as authorised to be the lead applicant and this authorisation shall be included in the agreement entered between the consortium members.
 - The lead applicant in the Consortium or Joint Venture must satisfy all the administrative requirements contained in the ToR and submit all the relevant documents necessary to meet the minimum requirements of the applications.
 - Other members of a consortium or a joint venture must comply with the requirements in line with Service Provider Funding Policy prescripts for the respective Service Provider categories.
 - The consortium/joint venture submission must be signed-off by each institution/organisation to be legally binding on all consortium members.
 - The lead applicant shall be the only authorised party to make legal statements, communicate with the department, and receive instructions for and on behalf of all the members of the consortium.
 - The lead applicant shall be held responsible for the delivery of services and meeting conditions outlined in this bid.
 - A copy of the agreement entered into and signed by all members of the consortium or joint venture shall be submitted with the consortium proposal indicating the respective responsibilities of each party.
 - Indicate how the joint venture/ consortium will be managed in case of a dispute arising during the programme's implementation period (Provide a contingency plan of managing any possible conflicts).

2. CONTRACT MANAGEMENT

- 2.1. The successful bidder will be expected to enter into a service level agreement (SLA) with the Department of Cooperative Governance. The National Treasury General Conditions of Contract (GCC) will form part of the SLA to be concluded between DCOG and the successful bidder.
- 2.2. The SLA will include project assignments that will address each of the project deliverables. The SLA may further establish a Project Steering Committee to manage, monitor and oversee the project such as:
 - Ensure that services are rendered timeously;
 - render a quality assurance function; and
 - ensure that the project remains within the allocated budget.
- 2.3. The SLA will include a detailed payment schedule. Payments will therefore only be approved and processed based on the achievement of deliverables as per the implementation plan and/or project plan and related performed project tasks.
- 2.4. If the parties (the Department and the appointed service provider) are unable to reach agreement on the special conditions of contract (SLA) after 14 calendar days of the date on which the bid award is

communicated to the service provider, then the Department reserves the right to cancel the award to the service provider and to appoint another service provider.

2.5. Bidders should note that:

- All information related to this bid, or information provided to the service provider after the award of this bid, must be treated as confidential and may not be disclosed in any way to third parties without the explicit written consent of DCOG.
- All rights, title and ownership of any Intellectual Property developed by or for the Service Provider or DCOG independently and outside of execution/production of the Deliverables related to this bid and provided during this project ("Background IP") shall remain the sole property of the party providing the Background IP.
- To the extent that the Service Provider utilises any of its Background IP in connection with the Deliverables, such Background IP shall remain the property of the Service Provider and DCOG shall acquire no right or interest therein. Service Provider shall grant DCOG a non-exclusive, royalty-free, non-transferable licence to use such Background IP strictly for purposes of making beneficial use of the Deliverables into which such Background IP has been incorporated.
- All Intellectual Property rights in Bespoke Deliverables are or will be vested in and owned by DCOG unless specifically agreed otherwise in writing. The Service Provider agrees that it shall not, under any circumstances, question or dispute the rights and ownership of DCOG in and to the Bespoke Deliverables. DCOG shall grant the Service Provider a non-exclusive, royalty free, non-transferable licence to use the Bespoke Deliverables to perform its obligations under this project.
- The Service Provider may not publish or sell, in whole or in part, any Bespoke Deliverables emanating from this project without the explicit written consent of DCOG.
- The Copyright of any Bespoke Deliverables shall vest in DCOG.

2.6. No amendments to the SLA or any variation, waiver, relaxation or suspension of any of the provisions thereof shall have any force or effect, unless reduced to writing and signed by both parties.

ANNEXURE A: BIDDER EXPERIENCE SUMMARY

Contracting party (Company/entity name)	Project title and description	Start date	End date	Budget

**Bidders must ensure that their proposals contain details of how the projects listed above are relevant to the objectives.
 Bidders must attach reference letters and/or contactable references for projects listed above.
 Bidders must not deviate from this table as prescribed above.
 All fields in the table above are mandatory; failure to complete it in its entirety may result in disqualification**

ANNEXURE B: PROJECT TEAM SUMMARY

Role	Surname, Name	RSA ID Number	Highest Qualification	Current Employer	Total Year of Experience	Total Year of Experience in similar projects
Project Leader/ Team Leader						
Team member						

Attach detailed CV as well as confirmation of availability for each person listed above.

Attach copies (proof) of qualifications for each person listed above,

Bidder must not deviate from this table as prescribed above.

All fields in the table above are mandatory; failure to complete it in its entirety may result in disqualification

ANNEXURE C: COST BREAKDOWN INFORMATION

Deliverables and time frames

The following table reflects the key project areas and timeframes which should be adhered to for purposes of undertaking the whole project:

Steps/ Stage s	Milestones	Activities	Timeframes	Total costs for each step (Including VAT)
Step 1	Signed off risk maturity and risk culture assessment reports, detailing gaps and a roadmap to close the gaps identified in line with the best practice.			R
Step 2	Risk and Culture assessment working paper files (manual and soft copy).			R
Step 3	Presentation of the final assessment reports to DCoG's Management Structures and the Risk Management Committee.			R
Total bid price				R

Bidder must not deviate from this table as prescribed above.

All fields in the table above are mandatory; failure to complete (cost) it in its entirety may result in disqualification