

1. SCOPE OF WORK

- Our intervention is to conduct a well-structured risk management workshop that outlines the risk management process flow in line with Enterprise Risk Management and BCP.
- Develop a comprehensive strategic risk register as well as formulation of BCP that will effectively and efficiently reduce or manage risk exposure to/within acceptable or tolerable levels for CEF.
- Develop a customised best practice Combined Assurance model and BSP.

2. Key deliverable objectives

- To assist management to fully understand the risk management process flow
- To assist CEF to identify strategic risks from the identified the organizational goals and objectives
- To assist management to identify risk control activities and mitigating controls for strategic risks
- To develop an effective and efficient risk management that ensures the achievement of the organisation's objectives
- Risk maturity framework monitoring tools monitoring.
- BCP framework and tool for continuous.

3. Expected Outcomes

- Define and apply concepts of enterprise risk management
- Identify the roles and responsibilities within an organization to implement enterprise risk management as an enterprise-wide function
- Understand the enterprise risk management framework and National Treasury requirements.
- Link risk management into strategic planning processes
- Learn how to implement an effective enterprise risk management program in an organization
- Use practical techniques to assess risks and record them.
- Understand how to monitor and evaluate an enterprise risk management program for improvement.
- Setting, review and finalisation of drafting of risk Management culture and maturity

Task Description	Facilitation Days	Outcome documents	Required activities	Output timelines
Risk management project: Comprehensive Strategic Risk Register, EMR workshop, and close-off report				
Risk management <ol style="list-style-type: none"> 1. Risk management process flow(ERM) 2. Strategic and operational Risk -Risk identification, assessment, control environment evaluation and monitoring and reporting 3. Combined assurance Model (3-5 lines of defense) 4. Review of Risk Maturity and Tools. 5. Training and Skill Transfer. 	3-day workshop & 1 day training session.	<ol style="list-style-type: none"> 1. Comprehensive Strategic Risk Register 2. Combined assurance Model. 3. Review of Risk Maturity and Tolerance. 4. Training Manual 	Facilitation, recording, consolidating and reviewing of risks and Mitigation. Review of Risk Maturity	Planning Session Risk Workshop: <ul style="list-style-type: none"> ✓ Facilitate a well-structured enterprise Risk Management workshop ✓ Strategic Risk identification, risk assessment, internal control identification and monitoring and reporting. ✓ Comprehensive Strategic Risk Register ✓ Combined assurance Model ✓ Allocate man-hours for the Setting, review and finalisation of drafting of risk Management culture and maturity. ✓ Skill transfer and Training of risk Champions and others.

4. EVALUATION CRITERIA.

Service providers need to provide a proposal that details how each of the above deliverables will be executed. Submit information with CVs of the lead facilitator reflecting relevant expertise to motivate capabilities to successfully deliver of each element/s of work stream as outlined above.

NO	Mandatory requirements	Comply	Do not comply
1.	<p><u>Risk Management:</u> The bidder must submit three (3) reference letters for similar work done preferably at a state managed where they facilitated operational as well as strategic risk identification and planning. Including application of Risk Maturity for Review risk application Model of the entity. The CV of the lead must specify and articulate relevance in conjunction with the submitted letter. Reflecting this exposure. With more focus on Risk Rating formatting, Maturity Formulation and possible initiative proposal for monitoring, mitigation and formulation of emerging risk table and reporting.</p>		
2.	<p><u>Experience of the team Lead:</u> The bidder must submit a CV that demonstrates that the Lead team member has a minimum of <u>10 years' experience with qualification as ERMS Accreditation or other relevant Accreditation. Valid Accreditation certification must be attached.</u></p>		
3.	<p><u>Business Continuity Process Experience:</u> The bidder must submit two (2) reference letters reflecting work undertaken in this respect. The CV of the lead must specify and articulate in conjunction with the submitted letter. Reflecting this exposure.</p>		

➤ **Non-compliance with any of the above mandatory requirements will lead to bidder being disqualified and not evaluated further.**

Additional requirements	Team Structure and Skill Set.	Score Rate.
4. The bidder must submit a reporting structure and list of CVs of the team members who will support execution of the work.		5 = full skill set and team members CV which CV must reflect Risk Management and BCP experience management. 3 = team members CVs only with reflection on Risk Management Spectrum Only in CV.

		0 = No structure and no CV of team members reflecting reflect Risk Management and BCP experience management.
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- **Scoring a 0 on this requirement will lead to the bidder being disqualified and not evaluated further on pricing and BBEE.**

5. CONTRACT OBLIGATIONS

- This document will be annexed to the CEF contract with the service provider and will constitute the schedule of deliverables for the purposes of this project.
- The service provider's quotation must remain valid for a period of 90 days from the date of submission and be **inclusive of VAT**. All prices indicated in the quotation must **remain fixed and firm for the period**.
- In the case of the service provider using sub-consultants, the former will be responsible for ensuring delivery of services from any such sub-consultants and for making any payments to such sub-consultants.

6. DISCLAIMER

CEF will not be liable for any incorrect or misleading information on pricing and in relation to any part of this document and reference documents thereto. No legal or other obligation shall arise between the service provider and CEF unless and until a formal award letter or contract has been signed by both parties.

7. FEES AND DISBURSEMENTS

- i. In relation to the above scope of work, the service provide must provide fixed and firm fee offer that cover the above activities.
- ii. The firm and fixed service fees must be linked to required services with specifies to hours to be offered and specialised personnel names and skill set to be tasked to the matter must be provided and the hourly rate specified for the duration of the service period.
- iii. **Also be specific on the fee cap (excluding VAT and disbursements). Note only bids who submit a fixed fee/pricing offer inclusive off all anticipated consultants advisors to be required to deliver the overall task and associated disbursement will be deemed as a responsive bid.**

8. ASSUMPTIONS

Fee proposal MUST BE clear and specific and consider the following assumptions amongst others:

- The scope of work must be performed in full by the service provider unless otherwise directed by CEF;
- Hourly rate of all team member must be stated. It is assumed that the team will consist of Team lead and the Team lead must be specified and must have expertise in project Commercial and also amongst other financing/transaction financing, Banking and Finance skill set, Corporate Commercial and governance and compliance legal background and any other specialists as may be required for the team to deliver the services required under this RFQ of above skill scope of work. Hours for any work to be completed must be set out of the scope and detailed.