



TERMS OF REFERENCE (TOR): STRATEGIC RISKS ASSESSMENT SESSION

The Agricultural Research Council (ARC) hereby request quotations from interested and suitably qualified service to provide the services listed hereunder. Kindly furnish all information as requested and return the quotation on the date stipulated. Late and incomplete submissions will invalidate the quotation submitted.

DATE OF ISSUE	12 AUGUST 2022
CLOSING DATE	19 AUGUST 2022
CLOSING TIME	11:00 AM
RFQ NUMBER	013846
DESCRIPTION OF SERVICES	Appointment of a service provider to facilitate the Strategic Risk Workshop to Council (Board) and Executive Management.
PRE-QUALIFICATION CRITERIA	N/A
DIS-QUALIFICATION CRITERIA	<ul style="list-style-type: none"> a. The bidder must provide proof that they are an accredited member of "The Institute of Risk Management South Africa" b. The Bidder must provide a company profile reflecting a list of previous Risk Management Training conducted – list must include company name, contact persons and e-mail address.

	c. The project leader must provide a CV, certified copies of qualification including membership and certification with relevant professional bodies such as IRMSA.
COMPULSORY BRIEFING SESSION	N/A
SUBMISSION OF QUOTES	scmrequests@arc.agric.za
ENQUIRIES	scmrequests@arc.agric.za / 012 427 9774

1. BACKGROUND

The Agricultural Research Council (ARC) is a state-owned entity established by the Agricultural Research Act, 1990 (Act No. 86 of 1990), as amended, with the objects of the ARC are, through research, development and technology transfer, to promote agriculture and industry and thereby to contribute to the improvement of the quality of life of the people of the Republic and having regard to the protection of the environment to perform such other functions as may be assigned to the ARC.

2. OBJECTIVE

The objective of the RFQ is to appoint a suitably qualified and experienced service provider to provide a One Day Strategic Risk Workshop to the Council (Accounting Authority) and the Executive Management Committee which will be held on **24 August 2022**. The primary objectives of the service required are as follows:

- a. To facilitate a risk workshop to ensure that strategic risks that can impeded the ARC from achieving its strategic objectives efficiently and economically are identified and assessed in line with the ARC' Enterprise Risk Management Framework.
- b. To ensure that uncertainties and untapped opportunities that affect the ARC's strategy and strategy execution are explored
- c. To develop the ARC's risk appetite and tolerance levels/statement in line with best business practice and norms.
- d. To conduct an assessment of the risk maturity level of the ARC and make a recommendation for the improvement plan.

3. SCOPE OF WORK

ITEM NO.	SCOPE OF WORK	DELIVERABLES
1.	Conduct risk introductory awareness training to participants	Participants pack for each attendee to be circulated before the date of the risk assessment workshop to be held on 24 August 2022.
2.	Facilitate and report on strategic risk assessment	Produce complete, accurate and valid FY2023/24 Strategic Risk Assessment Report and Risk Register.
3.	Identification of key strategic risks within organization	Produce a report on aggregated risks and key risks of the ARC as per the compiled Risk Register.
4.	Facilitate the development and update of the ARC's risk appetite and tolerance levels	Produce a risk appetite and tolerance levels report.
5.	Conduct assessment status of the current ERM maturity levels of the ARC and recommend an improvement plan.	a) Produce a Risk Management Maturity Assessment report with key findings, areas of improvement and recommendations.

The Risk Workshop will address the following risk management phases:

Planning

- a. Research and discuss the strategic risks, mitigations, and control improvements of the ARC with key stakeholders and executive management.
- b. Survey the status of enterprise management and strategic risks of the ARC with key stakeholders and executive management.

Execution

Conduct training in enterprise-wide risk management to Council and executive management:

- a. Facilitate a review of the strategic risks of the ARC with Council and executive management.
- b. Review and update of ARC's risk appetite and tolerance statement.
- c. Conduct assessment status of the current ERM maturity of the ARC.

Reporting

- a. Provide an updated strategic risk register.
- b. Provide a status on the ERM maturity levels of the ARC.
- c. Provide a report on the risk appetite and tolerance levels.

Participants/Stakeholders

The following are key stakeholders of the workshop:

- a. Members of Council (Twelve Non-Executive Directors and the President/CEO)
- b. Members of the Audit & Risk Committee (Four Independent Non-Executive Directors)
- c. Members of the Executive Management Committee (Seven)
- d. General Manager: Finance
- e. Chief Audit Manager.

Reporting Requirements

The service provider shall report to the Group Company Secretary