



INVITATION TO BID REQUEST FOR PROPOSAL (RFP) AFRICAN TAX ADMINISTRATIONS FORUM

The African Tax Administrations Forum (ATAF) herewith invites bids/requests for proposal from competent service providers to provide enterprise risk management services for the African Tax Administrations Forum (ATAF).

BID ATAF 10/2017: PROVISION OF ENTERPRISE RISK MANAGEMENT SERVICES FOR ATAF.

Bid documents will be available on the following website: www.ATAFtax.org

Closing date: Wednesday, 17 Feb 2017 at 12:00.

All bids must be deposited in the Bid Box at, 333 Grosvenor Street, Hatfield Gardens, Block G, Second Floor, Pretoria, 0181, SOUTH AFRICA

Late bids will be rejected.

General enquiries: Mr. Pheko Masebe, e-mail: pmasebe@ataftax.org

Or Mr. Itumeleng Mataboge, e-mail: imataboge@ataftax.org

1.1. Scope of Work

The appointed service provider is to support ATAF Management in establishing an overarching approach to managing risk. More specifically, the service provider will support the internal ATAF team to:

1. Review and customise the existing ERM Framework and other risk governance documents, including a gap analysis.
2. Develop, through consultation with the ATAF, a customized risk management process, including methodology, and three-year Implementation Plan.
3. Train and consult users and stakeholders on the ERM Framework and the relevant processes, as and when required by the ATAF. This includes instilling a common culture of risk management within the Fund.
4. Implementation of the ERM Framework and Implementation Plan, including:
 - a. Identifying the risks that are relevant and material to the ATAF, including but not limited to:
 - i. Strategic Risks;
 - ii. Investment Risks;
 - iii. Liability Risks;
 - iv. Operational Risks; and
 - v. Reputational Risks
 - b. Identifying key risk indicators that best capture the nature of each risk.
 - c. Developing a comprehensive risk profile of the ATAF.
 - d. Monitoring and reporting on the risk profile and emerging risks as required by the ATAF. This may include developing reports and presenting at relevant Board committees.
5. Conducting an annual review of the ERM Framework based on the latest methodologies and international best practice relevant to pension funds.
6. Transfer of knowledge and skills to the ATAF risk management role players.

1.2. Deliverables

The key deliverables and outputs expected from the service provider and the internal ATAF team are as follows:

- A revised and updated ERM Framework.
- A three-year Risk Management Implementation Plan.
- Strategic and functional risk registers, which will be used to record and monitor the relevant risks.
- Risk monitoring reports (please see below for an estimated number of reports and frequency).
- A training strategy based on the ERM Framework.
- Annual risk review reports.

All documents produced must be delivered in an editable softcopy version utilising software agreed to by the ATAF.

The service provider may be required to provide support to the ATAF during any consultation process with its major stakeholders.

1.3. Duration of Appointment

The appointment of the service provider will be for a period of 1 – 2 years

1.4. Fees

ATAF and the service provider will agree on the fee structure before commencement of the exercise. The agreement will consider (but may not be limited to):

- The standard fee structures for similar exercises;
- Rates for out of pocket expenses including travelling and/ or overheads;
- The service provider may be required to present and/or produce reports at least four times a year to each of the following structures: ATAF Management, the ATAF Finance and Audit Committee and the ATAF council.
- All fees quoted must include VAT.

1.5. Contractual Obligations

- The contract will be entered into between ATAF and the service provider.
- Reporting on the progress and completion any work undertaken will be made to the management and the Finance and Audit Committee of the ATAF, with a final report to be made to ATAF Exco.
- No other contract relating to the services of ATAF will be entered into between the Service Provider and any third party unless such contract is approved by the ATAF.
- Payment will be made within 30 days on presentation of billing documents as agreed and based on meeting all deliverables and outputs as contained in this Terms of Reference and as per the contractual agreement entered into by the parties.
- The appointment of the service provider will be for a period of 1 – 2 years with the option to renew the contract in year 3 and year 4.