



THE NATIONAL CREDIT REGULATOR
SEPTEMBER 2015

TERMS OF REFERENCE (TOR)
SERVICE PROVIDER TO PROVIDE
RISK MANAGEMENT TRAINING FOR
EXCO & MANAGERS

RFQ NUMBER: NCR322/09/15

DUE DATE: 14 SEPTEMBER 2015 @ 11H00
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TERMS OF REFERENCE FOR
A SERVICE PROVIDER TO PROVIDE RISK MANAGEMENT TRAINING FOR
EXCO & MANAGERS

1. Introduction

The National Credit Regulator (NCR) is the regulatory authority established on 01 June 2006 in terms of the National Credit Act, 2005 with the mandate to promote and advance the social and economic welfare of South Africans, promote a fair, transparent, competitive, sustainable, responsible, efficient, effective and accessible credit market and industry and to protect consumers.

2. Background

Risk Management practice has been supported by the Public Finance Management Act (PFMA) which stipulates in Section 38 that the Accounting Authority must maintain effective, efficient and transparent systems of financial, risk management and internal control. The roles and responsibilities for the implementation of a Risk Management Strategy are contained in Section 3.2.1 of the Treasury Regulations.

In addition, the King III Report on Corporate Governance (King III) places significant emphasis on the importance of an effective system of risk management as the foundation for a well governed and controlled organisation.

According to the NCR Risk Management Strategy & Framework NCR management is tasked with the following responsibilities:

- i. The Accounting authority is responsible for the total process of risk management, as well as forming her own opinion on the effectiveness of the process.
- ii. EXCO is accountable to the Accounting authority for designing, implementing and monitoring the process of risk management and integrating it into the day-to-day activities of the organisation.
- iii. Departmental managers are tasked with developing, integrating and monitoring the management of operational risks in respect of the day to day activities of the organisation. They have to ensure that appropriate employees are aware of their risk responsibilities, accountabilities and relevant company policies and procedures.

- iv. Due to the importance of the above and the role that the NCR management is playing towards successful implementation of risk management strategy at NCR, it has become necessary for them to be trained on risk management techniques and methodologies

3. Objective of the audit and Scope of work

The NCR is looking to acquire the services of a suitably qualified and experienced service provider to train EXCO members and departmental managers on risk management. The scope should cover the following key focus areas ***but not limited to:***

- i. The role of senior management on risk management;
- ii. Risk management, Compliance and Corporate governance;
- iii. Risk management framework, risk appetite;
- iv. Business Analysis and Strategy - Vision, values, objectives
- v. Risk identification (including compliance and fraud risks);
- vi. Risk Assessment and risk ratings;
- vii. Risk Evaluation – Risk prioritization and ranking, treatment options;
- viii. Risk Controls – Control strategies, control effectiveness;
- ix. Implementation – Managing specific actions of control measures;
- x. Reporting and Risk Register – Use and maintenance of risk registers;
- xi. Monitor and Report – Monitoring and reporting on action plans;
- xii. Key Performance Indicators (KPI) – Measuring risks against KPI's;
- xiii. Implementing risk monitoring processes and systems;
- xiv. Risk Reporting – Format and frequency of regular risk reporting;
- xv. Combined assurance model;
- xvi. Integration of risk management into the organisation.
- xvii. Incident reporting

4. Output

The service provider should provide training material/pack for each delegate.

5. Duration of the training

2 Full days 09h00 – 16h00

6. Additional information

- i. Brief company profile, as relevant to the above mentioned terms of reference.
- ii. Experience in the relevant areas.
- iii. Clientele.
- iv. A proposal including methodology.
- v. Certification of all team members, highlighting experience relevant to this exercise.
Confirmation that the proposed team members will in fact be available to undertake this exercise at the appropriate time and meet the necessary deadlines.
- vi. The proposal should contain a work plan, showing tasks, timelines etc.
- vii. Contact details of at least two references from amongst recent clients with whom similar work has been conducted in the past 6 Months.
- viii. Certificate of incorporation / legal status.
- ix. Financial proposal.