Part B: - SCOPE OF WORK- SAT TENDER NUMBER SAT 350/26 FOR A SERVICE PROVIDER TO EMBED AND MATURE AN INTEGRATED ENTEPRISE RISK MANAGEMENT AND COMPLIANCE MANAGEMET SERVICES

Bid Description	
Bidder Name:	
Tender Number:	SAT Tender SAT350/26
Closing Time:	12:00 PM
Closing Date:	11 December 2026 **(No late submission will be accepted)**
Non-Compulsory Briefing Session	N/A
Bid Submission link	https://e-procurement.southafrica.net Should bidders encounter any issues, queries must be directed in writing to tenders@southafrica.net Tender submitted by any method other than the link provided will be disqualified. **No tenders transmitted by telegram, hand delivery telex, facsimile, e-mail, or similar apparatus will be considered.**
Email Address	Tenders@southafrica.net

ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS – (NOT TO BE RE-TYPED)

THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2022, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.

1. CLOSING DATE

The closing date for the submission of proposals is **11 December 2026 at 12:00 PM (South African Time).** No late submissions will be accepted.

2. TENDER SUBMISSION LINK

2.1. South African Tourism have developed and implemented an online e-procurement portal, enabling bidders to respond to procurement opportunities as and when they are issued by South African Tourism.

2.2. The portal is the official portal for South African Tourism, which ensures an open, transparent, and competitive environment for any person participant the procurement processes.

The portal enables a bidder to register as a supplier on the system to RSVP to tender briefings, and to submit tender responses on the portal.

The Portal's URL (https://e-procurement.southafrica.net) is compatible with Google Chrome, Microsoft Edge, Internet Explorer, FireFox, and Safari. Interested bidders should, with immediate effect, consider registering and submitting their bid proposals on the portal, which has specifically been developed and implemented for this purpose.

The supplier user manual can be viewed and downloaded on South African Tourism's website at https://www.southafrica.net/gl/en/corporate/page/tenders.

All bidders should, therefore, take note that the physical drop-offs and courier of bid responses to South African Tourism's physical address are no longer permitted.

Prospective tenderers must periodically review both http://www.southafrica.net/gl/en/corporate/page/tenders and https://www.etenders.gov.za/Home/opportunities?id=1 for updated information or amendments about this tender before due dates.

Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted regarding claims arising from the fact that pages are missing or duplicated.

2.3. Failure on the part of the tenderer to sign/mark this tender form and thus to acknowledge and accept the conditions in writing or to complete the attached forms, questionnaires, and specifications in all respects may invalidate the tender.

2.4. Tenders may be completed in black ink where mechanical devices, e.g., typewriters or printers, are not used.

2.5. Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted regarding claims arising from the fact that pages are missing or duplicated.

2.6. Failure on the part of the tenderer to sign/mark this tender form and thus to acknowledge and accept the conditions in writing or to complete the attached forms, questionnaires, and specifications in all respects, may invalidate the tender.

2.7. Tenders must be completed in black ink where mechanical devices, e.g., typewriters or printers, are not used.

2.8. Tenderers will check the numbers of the pages and satisfy themselves that none are missing or duplicated. No liability will be accepted regarding claims arising from the fact that pages are missing or duplicated.

3. CONTACT AND COMMUNICATION

3.1 A nominated official of the bidder(s) can make inquiries in writing to the specified person, Takalani Senyosi via email tenders@southafrica.net. Bidder(s) must reduce all telephonic inquiries to writing and send to the above email address.

3.2 Bidders are to communicate any technical inquiries through the nominated official in writing, no later than **30 November 2026 at 12:00 PM** South African Time.

All responses will be published by **04 December 2026** on the following links:

https://www.southafrica.net/gl/en/corporate/page/tenders;

4. VALIDITY PERIOD AND CONTRACT DURATION

The tender proposal must remain valid for at least five (5) months after the tender due date. All contributions/prices indicated in the proposal and other recurrent costs must remain firm for the period of the contract.

South African Tourism intends to enter into a thirty-six (36) month contract and service level agreement with the successful bidder(s). The contract will also be subject to a periodic performance evaluation on agreed terms and conditions unless the parties agree otherwise.

5. BACKGROUND AND SCOPE OF SERVICES

5.1 Background on South African Tourism

South African Tourism Board, hereinafter referred to as South African Tourism, was established in terms of section (2) of the Tourism Act, (Act No. 72 of 1993 as amended), with the aim of stimulating sustainable international and domestic demand for South African tourism experiences as well as to institute measures aimed at the maintenance and enhancement of the standards of facilities and services hired out, or made available to tourists.

5.2 Purpose

The purpose of the tender is to source and appoint a suitably qualified and experienced service provider to provide professional services to support the implementation, enhancement and continuous improvement of South African Tourism's Enterprise Risk Management and Compliance Management frameworks, processes, systems and capabilities.

The appointed service provider will be expected to work closely with the Governance, Risk and Compliance (GRC) Business Unit, Executive Management, business units, risk owners, risk champions and relevant governance structures.

The appointed service provider must support SAT Head Office including international country offices to:

- strengthen the maturity and effectiveness of its ERM and compliance management environments;

- embed risk management and compliance into strategic and operational decision-making;
- strengthen the identification, assessment, treatment, monitoring and reporting of risks;
- enhance SAT's risk management culture;
- strengthen the identification and management of compliance obligations and compliance risks;
- improve the effectiveness of risk and compliance reporting to management and governance structures;
- support the implementation and refinement of SAT's risk appetite and tolerance framework;
- improve the integration between risk management, compliance, ethics, fraud risk management, business continuity management and related GRC disciplines;
- enhance risk and compliance monitoring and assurance;
- provide specialist technical advisory support to the GRC function and business units; and
- transfer knowledge and build internal organisational capability.

5.3 Scope of services

The scope will comprise, but limited to, the following workstreams:

5.3.1 WORKSTREAM 1: ERM AND COMPLIANCE MATURITY ASSESSMENT

The service provider must conduct a comprehensive assessment of SAT's current ERM and Compliance Management maturity.

The assessment must consider:

- governance structures;
- policies and frameworks;
- methodologies;
- risk identification and assessment;
- risk appetite and tolerance;
- risk monitoring;
- risk reporting;
- risk culture;
- risk ownership and accountability;
- risk management skills and capacity;
- compliance governance;
- regulatory obligation management;
- compliance risk assessment;
- compliance monitoring;
- compliance reporting;
- technology and systems;
- integration with other GRC disciplines;
- assurance processes; and
- alignment with applicable governance and regulatory requirements.
- Development of BCM strategies, testing and scenarios.
- Review of SAT’s Ethics Strategies and conduct ethics risk assessments.

The service provider must identify:

- strengths;
- weaknesses;
- gaps;
- areas of duplication;
- opportunities for improvement;
- maturity level; and
- priority improvement areas.

Deliverable

A comprehensive ERM and Compliance Maturity Assessment Report, including a prioritised improvement roadmap.

5.3.2 WORKSTREAM2: REVIEW AND ENHANCEMENT OF GOVERNANCE DOCUMENTS

- Review and Enhancement of the ERM Framework
- The service provider must review SAT's existing ERM Framework and recommend enhancements where required.

The review should consider recognised good practice, including applicable principles contained in:

- ISO 31000;
- King V and applicable governance principles;
- PFMA requirements applicable to SAT;
- National Treasury requirements and guidelines applicable to public entities; and
- other relevant regulatory and governance requirements.

The service provider must ensure that the framework clearly defines:

- risk governance;
- roles and responsibilities;
- risk ownership;
- risk escalation;
- risk appetite;
- risk tolerance;
- risk identification;
- risk assessment;
- risk treatment;
- risk monitoring;
- risk reporting;
- emerging risk management;
- risk assurance; and
- risk culture.

Deliverable

Enhanced Enterprise Risk Management Framework and implementation methodology.

RISK MANAGEMENT POLICY AND PROCEDURES

The service provider must review and enhance SAT's Risk Management Policy and supporting procedures.

This should include alignment between:

- Board responsibilities;
- Audit and Risk Committee responsibilities;
- Executive Committee responsibilities;
- management responsibilities;
- risk owners;
- risk champions;
- GRC responsibilities;
- Internal Audit;
- Compliance;
- other assurance providers.

The service provider must develop or update supporting procedures, templates and guidance where necessary.

Deliverables

- Revised Risk Management Policy;
- Risk Register templates;
- Risk Assessment methodology;
- Risk Reporting templates.

5.3.3 WORKSTREAM 3: STRATEGIC RISK MANAGEMENT

The service provider must support SAT in strengthening its strategic risk management process.

This must include:

- facilitation of strategic risk identification workshops;
- assessment of strategic risks;
- identification of risk drivers and root causes;
- identification of potential impacts;
- assessment of inherent and residual risk;
- identification of existing controls;
- control effectiveness assessment;
- development of risk responses;
- identification of risk indicators;
- alignment with strategic objectives;
- identification of emerging strategic risks; and
- preparation of strategic risk reports.

The service provider must support the preparation and facilitation of the annual Strategic Risk Assessment with EXCO and/or the Board where required.

Deliverables

- Strategic Risk Register;
- Strategic Risk Assessment Report;
- Strategic Risk Profile;
- Risk Heat Map;
- Risk Treatment Plans; and
- Board/Committee Strategic Risk Reporting.

5.3.4 OPERATIONAL RISK MANAGEMENT

The service provider must support SAT business units in implementing effective operational risk management.

This must include:

- facilitation of operational risk identification workshops;
- review of business units risk registers;
- root cause analysis;
- consequence/impact identification;
- control identification;
- control effectiveness assessments;
- risk rating;
- risk treatment;
- identification of KRIs;
- monitoring of action plans;
- consolidation of operational risk registers.

The service provider must ensure that operational risks are appropriately linked to:

- organisational objectives;
- business processes;
- KPIs; and
- relevant compliance obligations.

Deliverables

- Business Unit Risk Registers;
- Consolidated Operational Risk Register;
- Operational Risk Profile;
- KRI Register; and
- Operational Risk Reports.

5.3.5 RISK APPETITE AND TOLERANCE

The service provider must support SAT in implementing and operationalising its Risk Appetite and Tolerance Framework.

The assignment must include:

- review of the existing risk appetite framework;
- facilitation of risk appetite workshops;
- development of risk appetite statements;
- development of quantitative and qualitative tolerance levels;
- alignment of appetite with strategic objectives;
- development of risk limits and thresholds;
- identification of KRIs;
- establishment of escalation thresholds;
- reporting of breaches; and
- integration of risk appetite into decision-making.

Deliverables

- Risk Appetite and Tolerance Framework;
- Risk Appetite Statement;
- Risk Appetite Dashboard;
- KRI Framework;

- Risk Thresholds; and
- Risk Appetite Breach Escalation Procedure.

5.3.6 KEY RISK INDICATORS

The service provider must assist SAT in developing and implementing an effective KRI framework.

The service provider must:

- identify appropriate KRIs;
- establish leading and lagging indicators;
- define thresholds;
- establish reporting frequency;
- develop KRI dashboards; and
- integrate KRIs into risk reporting.

5.3.7 EMERGING RISK MANAGEMENT

The service provider must establish or enhance SAT's emerging risk management process.

This should include mechanisms for identifying, assessing and monitoring emerging risks relating to areas such as:

- geopolitical developments;
- global economic conditions;
- climate and environmental risks;
- technology and artificial intelligence;
- cybersecurity;
- changing tourism trends;
- aviation and travel disruption;
- energy and fuel availability;
- global health developments;
- reputational developments;
- regulatory changes; and
- other external developments that could affect SAT's mandate.

Deliverable

Emerging Risk Management Framework and Emerging Risk Register.

5.3.8 RISK MONITORING AND REPORTING

The service provider must support SAT in strengthening risk monitoring and reporting.

This must include development or enhancement of:

- monthly risk reporting;
- quarterly risk reporting;
- Executive Committee risk reporting;
- Audit and Risk Committee reporting;
- Board risk reporting;
- risk dashboards;

- risk trend analysis;
- risk movement reporting;
- overdue mitigation reporting;
- KRI reporting;
- risk appetite breach reporting; and
- emerging risk reporting.

Reports must provide management with actionable information rather than merely describing risk status.

6.COMPLIANCE MANAGEMENT SERVICES

6.1 Compliance Framework Review

The service provider must review SAT's existing Compliance Management Framework and supporting policies and procedures.

The review must assess:

- compliance governance;
- accountability;
- compliance roles and responsibilities;
- compliance obligations;
- compliance risk assessment;
- compliance monitoring;
- compliance reporting;
- compliance training;
- regulatory change management;

Deliverable

Enhanced Compliance Management Framework and methodology.

6.2 COMPLIANCE UNIVERSE AND OBLIGATIONS REGISTER

The service provider must assist SAT to establish and/or enhance a comprehensive compliance universe.

The compliance universe should identify applicable requirements arising from:

- legislation;
- government directives;
- statutory requirements including international countries where SAT operates;
- National Treasury requirements;
- PFMA requirements;
- Board requirements;
- internal policies;
- contractual obligations;
- regulatory requirements;
- other applicable obligations.

Deliverable

Enterprise Compliance Obligations Register / Compliance Universe.

6.3. COMPLIANCE RISK ASSESSMENT

The service provider must facilitate comprehensive compliance risk assessments across SAT.

The assessment must identify:

- key compliance risks;
- applicable obligations;
- causes of non-compliance;
- existing controls;
- control effectiveness;
- potential consequences;
- inherent compliance risk;
- residual compliance risk;

Deliverable

Enterprise Compliance Risk Register and Compliance Risk Profile.

6.4 COMPLIANCE MONITORING

The service provider must develop and/or enhance a compliance monitoring programme.

The programme should include:

- annual compliance monitoring plans;
- risk-based monitoring;
- Policy development and reviews;
- evidence requirements;
- corrective action tracking; and
- reporting.

The service provider should provide practical tools for business units to demonstrate compliance.

Deliverables

- Compliance Monitoring Framework;
- Annual Compliance Monitoring Plan;
- Compliance Monitoring Tools;
- Compliance Testing Templates; and
- Compliance Reports.

6.5 TRAINING AND CAPACITY BUILDING

The service provider must provide structured knowledge transfer and capacity-building programmes.

Training should cover, at minimum:

- risk awareness campaigns;
- compliance awareness;
- executive risk sessions;
- risk champion training;
- risk owner training;
- business unit awareness sessions;
- risk management workshops;

- compliance training;

7. EXPECTED OUTCOMES

At the conclusion of the assignment, SAT should have:

- A mature and integrated ERM framework.
- A strengthened Compliance Management Framework.
- Clearly defined risk and compliance governance structures.
- Improved risk ownership and accountability.
- An effective risk appetite and tolerance framework.
- Effective KRIs and risk monitoring mechanisms.
- Improved strategic and operational risk registers.
- A comprehensive compliance universe and obligations register.
- Effective compliance risk assessment and monitoring.
- Improved regulatory change management.
- Improved risk and compliance reporting to EXCO, the Audit and Risk Committee and Board.
- Improved risk and compliance culture.
- Improved coordination between the three lines of defence.
- Improved integration between risk, compliance, ethics, fraud and BCM.
- Improved risk data and reporting quality.
- A sustainable ERM and compliance improvement roadmap.
- Increased internal capability within SAT's GRC function and business units.

MINIMUM FUNCTIONAL REQUIREMENTS

Bidders should demonstrate that they have:

- at least five years' relevant experience in ERM and Compliance Management;
- successfully implemented ERM and compliance programs;
- experience working with public sector/public entities;
- suitably qualified professional resources;
- demonstrated experience in risk maturity assessments;
- demonstrated experience in compliance risk assessments;
- demonstrated experience in risk appetite and tolerance;
- demonstrated experience in risk and compliance reporting;
- capacity to provide on-site and/or hybrid support;
- appropriate quality assurance arrangements; and

8. PRICING SCHEDULE

Only Bidders who meet the minimum threshold of 70% functionality in Phase 2 will advance to Phase 3.

Share a commercial proposal for a 3-year project-based contract with South African Tourism SAT tender number.

With reference to the above tender, the contract period for the successful bidders will be for a period of three years. We, therefore, are inviting the bidders to supply commercial proposals for the above period.