

**Request for Proposals (RFP)
Enterprise-Wide Risk Management Framework Development and Implementation**

Issued by: Anza Fund Manager

Date: 16 March 2026

Proposal Submission Deadline: 24 April 2026

1. Introduction and Background

Anza Fund Manager (“Anza”) is a SA-based investment management firm focused on supporting early stage tech and impactful investments. As part of its commitment to strong governance and responsible investment practices, Anza seeks to strengthen its enterprise-wide risk management capability. While the organization currently maintains several risk-related policies and procedures—including investment risk management, ESG risk considerations, compliance processes, and operational controls—these practices are not yet consolidated into a single, comprehensive Enterprise Risk Management (ERM) framework.

Anza operates with a lean team structure and therefore requires a risk management framework that is robust, scalable, and aligned with industry best practices while remaining practical and manageable for a small organization.

2. Objective of the Assignment

The objective of this assignment is to support Anza in designing and implementing an integrated Enterprise-Wide Risk Management (ERM) Framework.

The ERM framework should:

- Define governance structures and clear accountability for risk management.
- Consolidate existing policies and procedures into a coherent risk management structure.
- Establish processes to identify, assess, monitor, and mitigate risks across the organization.
- Incorporate ESG and impact-related risks relevant to Anza’s investment activities.
- Develop tools, templates, and reporting mechanisms appropriate for a small team environment.
- Provide a practical implementation roadmap.

3. Scope of Work

The selected consultant will perform the following phases of work:

Phase 1 – Inception and Gap Analysis

- Conduct kickoff meetings with Anza’s management team.



- Review available documentation including existing policies, risk procedures, governance structures, ESG frameworks, and investment processes.
- Map current risk management practices against recognized frameworks
- Identify gaps, duplication, and inefficiencies in current policies and procedures.

Phase 2 – Development of Enterprise Risk Management Framework

- Develop a comprehensive ERM framework tailored to Anza’s operational context.
- Define risk governance structure including roles of management and board oversight.
- Establish a risk taxonomy covering strategic, investment, operational, financial, compliance, ESG, and reputational risks.
- Define processes for risk identification, assessment, and monitoring.

Included in the Enterprise wide framework:

1. Development of Risk Appetite Framework

The consultant will support Anza in developing a Risk Appetite Statement that articulates the organization’s tolerance for different categories of risk.

The Risk Appetite Framework should:

- Define acceptable levels of risk exposure.
- Establish thresholds and escalation triggers.
- Provide guidance for risk-informed decision-making.
- Align with the organization’s investment mandate and governance structure.

2. Risk Management Processes and Tools

The consultant will design practical processes and tools to operationalize the ERM framework.

These tools should include:

- Enterprise Risk Register
- Risk Assessment Matrix
- Incident Reporting and Escalation Procedures
- Risk Monitoring Templates
- Risk Reporting Templates

All tools should be designed for usability by a small operational team and allow efficient ongoing maintenance.

3. Integration of ESG and Impact Risk

Given Anza’s focus on impact-oriented investments, the ERM framework must speak to our ESG Framework.

4. Board-Level Risk Dashboard

The consultant will design a Board-Level Risk Dashboard that provides a concise overview of the organization’s risk profile.

The dashboard should include:



- Key Risk Indicators (KRIs)
- Summary of top enterprise risks
- Risk trend indicators
- Escalated risk events
- ESG and impact-related risk indicators

Phase 3: Training and Capacity Building

To ensure effective adoption of the ERM framework, the consultant will deliver training sessions for Anza staff and management.

Training should include:

- Overview of the ERM framework
- Roles and responsibilities in risk management
- Use of risk tools and templates
- Risk reporting procedures

5. Deliverables

The consultant will deliver the following outputs:

- Inception and Gap Analysis Report
- Enterprise Risk Management Framework
- Risk Appetite Statement
- Risk Management Tools and Templates
- Board-Level Risk Dashboard
- Staff Training Sessions

6. Timeline

The assignment is expected to be completed within approximately 10–12 weeks.

Indicative schedule:

- Inception and Gap Analysis Phase – 3 weeks
- Framework Development – 4 weeks
- Tools and Implementation Plan – 2–3 weeks
- Training – 1 week

7. Proposals

Proposals must include:

- Firm overview and relevant experience
- Technical Proposal
 - Proposed methodology
 - Workplan and timeline
 - Team composition



- Financial Proposal
 - Breakdown of fees
 - Total cost estimate

8. Proposal Submission Guidelines

- Format: Submissions must be in PDF format.
- Subject Line: RFP Submission: IMM Framework – [Consultant Name]
- Email: saskia@anza.holdings and programme@isfa.lu
- Deadline: April 24, 2026, at 17:00 SAST.

