



Warning against tender scams: The WRC urges members of the public to report any suspicious Request for Quotation, Purchase Order or Letter of Award to its Fraud Hotline on 0800 214 777 or email: hotline@kpmg.co.za. If a request or procurement communication appears to be suspicious Suppliers are advised to contact the WRC Supply Chain Management office on 012 761 9300 to verify its authenticity

PART A INVITATION TO BID (SBD1)

RFQ/P NUMBER:	096/02/25-26	CLOSING DATE:	24 FEBRUARY 2025	CLOSING TIME:	11h00
DESCRIPTION OF GOODS/SERVICES	APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER TO CONDUCT INDEPENDENT 360 DEGREES FEEDBACK FOR THE EMPLOYEES OFF THE WATER RESEARCH COMMISSION (WRC) FOR A PERIOD OF THREE (03) YEARS				
BID RESPONSE DOCUMENTS MAY BE EMAILED TO: quotations@wrc.org.za (No hand delivered quotation or sent to a different email than the one specified shall not be accepted)					
RFQ VALIDITY PERIOD: 90 DAYS					
BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO			TECHNICAL ENQUIRIES MAY BE DIRECTED TO:		
CONTACT PERSON	Supply Chain Management		CONTACT PERSON	Supply Chain Management	
TELEPHONE NUMBER	012 761 9300		TELEPHONE NUMBER	012 761 9300	
E-MAIL ADDRESS	quotations@wrc.org.za		E-MAIL ADDRESS	quotations@wrc.org.za	
SUPPLIER INFORMATION					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE	TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No		B-BBEE STATUS LEVEL SWORN AFFIDAVIT	[TICK APPLICABLE BOX] <input type="checkbox"/> Yes <input type="checkbox"/> No	
[A B-BBEE STATUS LEVEL VERIFICATION CERTIFICATE/ SWORN AFFIDAVIT (FOR EMES & QSEs) MUST BE SUBMITTED IN ORDER TO QUALIFY FOR PREFERENCE SPECIFIC GOALS POINTS]					
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER PART B:3]	
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
DOES THE ENTITY HAVE A BRANCH IN THE RSA?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?			<input type="checkbox"/> YES <input type="checkbox"/> NO		
IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.					



**PART B
TERMS AND CONDITIONS FOR BIDDING**

1. BID SUBMISSION:
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2. ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED– (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.
1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, 2022, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
1.4. THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).
2. TAX COMPLIANCE REQUIREMENTS
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER’S PROFILE AND TAX STATUS.
2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
2.6 WHERE NO TCS IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE.”

NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.

SIGNATURE OF BIDDER:

CAPACITY UNDER WHICH THIS BID IS SIGNED:
(Proof of authority must be submitted e.g. company resolution)

DATE:



**PART C
STANDARD BIDDING DOCUMENTS**

(SBD FORMS - SBD4, SBD6.1 (where applicable), should be fully completed and signed by the supplier/service provider). WRC reserves the right not to accept/eliminate/disqualify a quotation not accompanied by the completed prescribed SBD forms.

SBD4

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of institution	State

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:
.....
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.



.....
.....

3 DECLARATION

I, the undersigned, (name)..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

..... Signature Date
..... Position Name of bi

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.



SBD 6.1

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2022

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and

1.2 **To be completed by the organ of state**

(a) The applicable preference point system for this tender is the **80/20** preference point system.

(b) **80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

1.3 **Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:**

- (a) Price; and
- (b) Specific Goals.

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS
PRICE	80
SPECIFIC GOALS	20
Total points for Price and SPECIFIC GOALS	100

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.



1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

2. DEFINITIONS

- (a) “**tender**” means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) “**price**” means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) “**rand value**” means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) “**tender for income-generating contracts**” means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) “**the Act**” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

3.1. POINTS AWARDED FOR PRICE

3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc}
 \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\
 \\
 \mathbf{P_s = 80 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)} & \mathbf{or} & \mathbf{P_s = 90 \left(1 - \frac{P_t - P_{min}}{P_{min}} \right)}
 \end{array}$$

Where

- P_s = Points scored for price of tender under consideration
- P_t = Price of tender under consideration
- P_{min} = Price of lowest acceptable tender

3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:



$$P_s = 80 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right) \text{ or } P_s = 90 \left(1 + \frac{P_t - P_{max}}{P_{max}} \right)$$

Where

- P_s = Points scored for price of tender under consideration
 P_t = Price of tender under consideration
 P_{max} = Price of highest acceptable tender

4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
 - (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

Table 1: Specific goals for the tender and points claimed are indicated per the table below.

(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.)

Criteria	Weight	Sub-criteria
Total Price	80/100	Benchmark against lowest quote
Specific Goal	20/100	<p>Specific Goals points will be awarded to bidders according to their size of the firm as follows:</p> <ul style="list-style-type: none"> • Woman owned Business or Youth Owned Businesses or Businesses owned by people with disabilities: <ul style="list-style-type: none"> a. 10 points to be awarded to Woman owned Business or Youth Owned Businesses or Businesses owned by



		<p>people with disabilities (30% and above ownership %).</p> <ul style="list-style-type: none"> • B-BBEE Certificate: <ol style="list-style-type: none"> 10 points to be awarded to bidders based on the BBEE status level of contributor as indicated in the BBEE accreditation certification in line with the table indicated below. <table border="1" data-bbox="686 638 1260 940"> <thead> <tr> <th>BBBEE LEVELS</th> <th>SCORES</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>10</td> </tr> <tr> <td>Level 2</td> <td>8</td> </tr> <tr> <td>Level 3</td> <td>6</td> </tr> <tr> <td>Level 4</td> <td>4</td> </tr> <tr> <td>Level 5</td> <td>2</td> </tr> </tbody> </table> 	BBBEE LEVELS	SCORES	Level 1	10	Level 2	8	Level 3	6	Level 4	4	Level 5	2
BBBEE LEVELS	SCORES													
Level 1	10													
Level 2	8													
Level 3	6													
Level 4	4													
Level 5	2													

Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)

The specific goals allocated points in terms of this tender - Woman owned enterprises or Youth Owned enterprises or enterprises owned by people with disabilities (30% and above ownership %) and B-BBEE Status Level Of Contributor	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
Woman owned enterprises or Youth Owned enterprises or enterprises owned by people with disabilities (30% and above ownership %)	10 Points	
B-BBEE Status Level	10 Points	
1	10	
2	8	
3	6	
4	4	
5	2	
Non-compliant contributor	0	

DECLARATION WITH REGARD TO COMPANY/FIRM

- 4.3. Name of company/firm.....
- 4.4. Company registration number:
- 4.5. TYPE OF COMPANY/ FIRM



- Partnership/Joint Venture / Consortium
 - One-person business/sole propriety
 - Close corporation
 - Public Company
 - Personal Liability Company
 - (Pty) Limited
 - Non-Profit Company
 - State Owned Company
- [TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
 - (a) disqualify the person from the tendering process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution, if deemed necessary.

 SIGNATURE(S) OF TENDERER(S)
SURNAME AND NAME:
DATE:
ADDRESS:



PART D

TERMS OF REFERENCE / SCOPE OF WORK

1. BACKGROUND AND INTRODUCTION

The WRC operates as legislated by the Water Research Act (Act 34 of 1971) and is an entity of national importance to ensure water security, support to the DWS and water sector stakeholders through funding of research entities (universities, consultants and SMMEs). The Primary Function of the WRC is to (1) Promote coordination, cooperation, and communication in water research; (2) Establish water research needs and priorities; (3) Stimulate and fund water research according to priority; (4) Promote the effective transfer of information and technology; and (5) Enhance knowledge and capacity building within the water sector.

2. SCOPE OF WORK: REQUIREMENT / SPECIFICATION

The objective of this request for quotation is to invite professional service providers to submit quotations for consideration to conduct independent 360 degrees feedback for the employees off the Water Research Commission (WRC).

A 360 degree feedback assessment is a method of employee review that provides each employee the opportunity to receive performance feedback from their line manager, three (3) peers and reporting staff members.

The purpose of a 360-degree employee feedback assessment is to provide a comprehensive, multi-perspective evaluation of an employee's skills, behaviours, and competencies by gathering input from managers, peers, direct reports, and even the employee themselves. It is designed to foster personal growth, leadership development, and organizational improvement and efficiency.

2.1 Tool/Instrument Design and Customisation

Conduct a start-up meeting with the WRC's designated project team to confirm objectives, target population, timelines, reporting requirements, and governance arrangements.

- Develop and submit a project implementation plan outlining milestones, roles and responsibilities, communication plan, risk management approach, and quality assurance measures.

2.2 Tool/Instrument Design and Customisation

Review the WRC's strategic mandate and relevant competency frameworks (if available) to align the assessment to organisational context and role requirements.

- Design or customise a 360-degree feedback questionnaire covering relevant competency areas (e.g., leadership, collaboration, accountability, innovation, stakeholder engagement, communication, planning and delivery).
- Ensure the tool supports:
 - Feedback from line manager, three (3) peers, and reporting staff members (where applicable);
 - Self-assessment functionality;
 - Rating scales and qualitative comment sections to enable developmental insights.



- Submit the assessment tool for approval prior to implementation.

2.3 Administration and Deployment

- Provide a secure online (or approved alternative) assessment platform that:
 - Protects confidentiality and complies with applicable data protection and ethical requirements;
 - Allows automated distribution, reminders, and completion tracking;
 - Supports data integrity and user-friendly access.
- Facilitate participant onboarding, including guidance to employees and raters on the purpose, process, confidentiality and timelines.
- Provide helpdesk/technical support for users during the assess survey period.

2.4 Data Collection, Quality Control and Analysis

- Manage survey administration to ensure adequate response rates and data completeness.
- Conduct data cleaning and validation, including checks for anomalies, incomplete submissions, and minimum rater thresholds (where relevant).
- Analyse results at:
 - Individual level (confidential personal reports); and
 - Organisational/departmental level (aggregated and anonymised insights).

2.5 Reporting and Deliverables

The service provider must produce the following minimum deliverables:

a) Individual Confidential Reports

- Generate an individual report per participating employee, including:
 - Competency scores by rater group (manager/peers/direct reports/self where applicable);
 - Strengths, development areas and behavioural patterns;
 - Comparative insights (e.g., self vs others) where applicable; and
 - Practical development recommendations.

b) Organisational Aggregated Report

- Provide a consolidated report presenting anonymised trends across the WRC or defined groups, including:
 - Common strengths and gaps;
 - Priority competency development areas linked to organisational effectiveness;
 - Recommendations for training and development interventions.

c) Presentation of Findings

- Present key results and recommendations to management focusing on actionable insights for workforce development and efficiency improvement.

2.6 Feedback and Development Support

The service provider will also be required to:



- Facilitate feedback interpretation workshops and/or one-on-one feedback coaching sessions for employees.
- Support development planning by providing templates and guidance for Individual Development Plans (IDPs).
- Provide coaching for managers on how to use results ethically and constructively in development discussions.

2.7 Ethics, Confidentiality and Data Protection

- Ensure confidentiality of rater responses, with reporting designed to prevent identification of individual raters.
- Provide a clear data management approach covering data storage, access control, retention periods and secure disposal.
- Ensure the process is developmental in nature and aligned to ethical assessment standards, and that participation and communications minimise bias and promote fairness.

3. PROJECT TEAM SUPPORT

The bidder should provide a dedicated support team including technical support to attend to any enquiries, emails and support system in respect of facilitating the 360 degree online assessment process through various stages, namely:

- Nomination of Raters;
- Line Manager verification/approval;
- Randomised selection of peers and direct reports;
- Evaluation process
- Reporting – for Ratee and Management;
- Provide the Raters and Ratees' access to the rating system
- Assistance to Raters, Ratees and the Assessment team with nomination of peers, direct reports and late nominations;
- Assistance to be provided in cases of mistakes that might occur during the process and the Raters and or nominators wishing to make corrections.
- Reports to be distributed when requested
- Management to be provided with daily progress report and issues raised that might affect project milestones.

4. COMMUNICATION REQUIREMENTS (SYSTEM REQUIREMENTS)

The successful bidder to provide a communication system that will ensure the following functionality:

- Generate emails to approximately 90 employees communicating the purpose of the 360-degree assessment and the timelines for the assessment.
- Email to staff explaining the stages in the 360-degree assessment process i.e nomination, verification, evaluation and reporting;
- Email invitation to employees to make nominations to approximately 90 Ratees in the 1st year, approximately 90 in 2nd year and 90 in 3rd year.
- Provide notification for verification to managers, invitation to evaluation to the population of approximately 90 Raters, and reports to approximately 90 Ratees in year 1, year 2 and year 3. 0 in year



2 and 90 in year 3;

- Reminder emails to employees who are Raters and Ratees who have not completed their surveys to complete.

5. AUTOMATION OF THE 360-DEGREE QUESTIONNAIRE TO FACILITATE ONLINE ASSESSMENT

The system provided should be able to do the following:

- Allow the Raters to nominate peers;
- Allow selection of direct line manager of each Ratee from a predetermined list.
- Allow Raters to nominate three direct reports;
- Invite direct line managers, peers, and direct reports to rate Ratees on the 360 degree questionnaire to obtain 360-degree assessment for each Ratee;
- The system must make provision for maximum 12 Raters per Ratee since the population of Rater will come from same pool of 90. Raters can be nominated as line manager, peers and or direct reports.

6. RATEE REPORT

The bidder must adhere to the following Ratee reporting requirements:

Approximately 90 Ratees to receive a full customised Ratee report directed to their individual emails in all the 3 years of the contract:

- The report must provide explanation, instructions, interpretation of individual scores, rating scales, score and chart with overall score.
- From year 2 provide comparison to previous years score;
- Provide a bar chart for each dimension's overall, and question items, reflecting scores of, self-rating, manager rating, peer rating and direct report rating.
- Reports to be distributed to Ratees not later than one month after the completion of the assessment.
- A soft copy report of all WRC Ratees to be submitted to the WRC Human Resources as backup after the distribution of reports.

7. ORGANISATIONAL REPORT

- A comprehensive report of the leadership effectiveness per WRC programme should be presented to HR.
- There must be a comparison report per WRC programme participation provided.
- Annual comparison reports to be provided.

WRC address:

- Address: 2nd Floor Bloukrans Building, Lynnwood Bridge, 4 Daventry Road, Lynnwood Manor, Pretoria.



8. EVALUATION PHASES

The received proposals will be evaluated in accordance with the PPPFA and evaluated in different phases in order to arrive to the final phase of bid award, and the phases will be as follows:

- 8.1 Phase 1: Screening of minimum requirement Criteria** - Only bidders that have complied with the minimum screening requirements may be eligible for further evaluation.
- 8.2 Phase 2: Pre-qualification Evaluation (MUST BE COMPLIED WITH)** – Only bidders that have complied with the set pre-qualification will qualify for further evaluation, failure will result to immediate elimination.
- 8.3 Phase 3: Technical/Functionality Evaluation** – Only bidders that fully complied with the minimum set threshold of 75% in this phase will progress to the next phase of evaluation. Failure to fully meet the set requirements will be eliminated.
- 8.4 Phase 4: Specification compliance evaluation** – Quotations will be evaluated against the specification to ascertain compliance. Only bidders who complied with the specification/scope of work will proceed to the next phase of evaluation.
- 8.5 Phase 5: Price and Specific Goals** Only bidders that progressed from the above phase will be eligible for further evaluation under this phase. Bidder who obtains the highest points will be recommended for award.
- 8.6 Phase 6: Due Diligence** – The WRC reserves the rights to conduct a due diligence exercise on the bidders that scored highest points in commercial evaluation.

Phase One (1): Screening of minimum requirement Criteria

*In this phase All bids received will be verified for **compliance** and **completeness** of the submitted proposal per the below set of mandatory requirements. Bidders who fail to comply with the below requirements may be eliminated and bidders who comply with the below will progress to the next phase of evaluation.*

- Bid forms must be properly received on the bid closing date and time specified on the invitation, fully completed, dated and signed in ink.
- Bid forms must be properly fully completed, dated, signed in ink and initial every page of the bid.
- Submission of the bid document must be binded and is without tearing any pages off.
- Invitation to Bid (SBD 1) must be fully completed,
- Submission of a Valid SARS Tax Clearance Certificate together with Supplier SARS Tax Compliance Status Verification PIN to enable Water Research Commission to verify Tax Compliance status on SARS eFiling. NB: Bidders whom their Tax matters are not in order will not be considered for this bid.
- Submission of fully completed SBD 4 (Declaration of Interest),
- Submission of fully completed SBD 6.1 (Preference Claim Certificate),
- Submission of the original or certified B-BBEE Status Level Verification Certificate or original B BBEE Sworn Affidavit in case of EME and QSE)
- Business Registration Certificate e.g. CK 1, certificate of incorporation
- Familiarise yourself and initial every page of the General Condition of Contract
- Service providers must be registered on CSD prior to submission of the tender document to the WRC. Submission of Central Supplier Database (CSD) Compliance History Report to confirm compliance.

NB: Any bidders who did not sign and submit any of the requested documents may be disqualified.



Phase Two (2): Pre-qualification Minimum Requirements

Only bidders that have complied with the set pre-qualification will qualify for further evaluation, failure will result to immediate elimination.

Bidders are required to meet (MUST) with the below listed criteria to qualify to the next phase of evaluation:

- a) Bidders are required to submit the below listed requirements in order to comply with Phase 2 of the evaluation; failure to comply with the pre-qualification shall lead to immediate elimination. Only bidders who complied with the listed requirements will proceed to the next phase (3) of evaluation.
- b) The service provider must submit reference letters aligned to the following deliverables, in order to prove that they have the relevant expertise to execute the scope of work in question:

Submit reference letter which support the below deliverables	Supplier able to conduct this review (Yes/No)
<p>1. Have you conducted a 360-degree employee feedback assessment for an organisation? (Including design, customisation, administration, analysis, reporting and feedback delivery.)</p> <p><i>(Submit reference letters which support that your company has previously executed successfully similar deliverable)</i></p>	<p>Have you previously successfully executed similar work: Yes: ____ / No: ____</p> <p>Attached supporting reference letters:</p> <ul style="list-style-type: none"> • Reference Name: _____ • Reference Name: _____
<p>2. Have you produced comprehensive 360-degree feedback reports that identify competency gaps and provide clear, actionable recommendations aligned to organisational objectives?</p> <p><i>(Submit reference letters which support that your company has previously executed successfully similar deliverable)</i></p>	<p>Have you previously successfully executed similar work: Yes: ____ / No: ____</p> <p>Attached supporting reference letters:</p> <ol style="list-style-type: none"> 1. Reference Name: _____ 2. Reference Name: _____

Qualifications: Failure to submit the above requested documentation WILL lead to immediate elimination.

Phase Three (3): Technical Evaluation/ Functionality Evaluation

Bidders are required to submit the below listed requirements in order to be evaluated against the set criteria. Only bidders that have complied with the minimum set threshold of 75% will be eligible for further evaluation. Failure to meet the set minimum threshold of 75% under technical evaluation will be considered non-responsive and will lead to elimination.

Criteria	Evidence to be submitted for evaluation	SCORES
<p>1.1. Company profile and experience</p> <p>(The service provider must submit a company profile that indicates years of</p>	<p>Relevant experience in administering 360 Degree assessments and degree of responsibility held in various similar assignments.</p> <p>Scoring Criteria:</p> <ul style="list-style-type: none"> • Company profile detailing projects completed in the past specifically in revenue enhancement strategy in corporate organizations > 10 years = 35 points 	<p>Total points = 35 Points</p>



<p>working experience in administering 360 Degree assessments and degree of responsibility held in various similar assignments)</p>	<ul style="list-style-type: none"> • Company profile detailing projects completed in the past specifically in revenue enhancement strategy in corporate organizations. 6 - 10 years = 30 points • Company profile detailing projects completed in the past specifically in revenue enhancement strategy in corporate organizations. 4 - 6 years = 20 points • Company profile detailing projects completed in the past specifically in revenue enhancement strategy in corporate organizations. 2 - 4 years = 10 points • Company profile detailing projects completed in the past specifically in revenue enhancement strategy in corporate organizations. 0 - 2 year = 5 point 	
<p>REPORTS Provide evidence of previously produced reports in accordance with WRC requirements</p>	<p>SCORE OF 5: High-quality individual report The service provider submits a full individual report that includes:</p> <ul style="list-style-type: none"> • clear instructions • explanation of score meanings • rating scales • descriptions of each scale and dimension • multi-year comparison from Year 2 onward <p>High-quality organisational report The provider submits a full organisational-level report with the same elements as above:</p> <ul style="list-style-type: none"> • instructions • interpretation of scores • rating scales • dimension descriptions • multi-year comparison from Year 2 onward <p>Fast report generation capacity The provider can produce ± 90 individual reports within one week.</p> <p>Fast report distribution capacity The provider can email ± 90 individual reports within one week.</p> <p>Annual access to raw data The provider ensures the WRC receives full raw assessment data every year for the duration of the contract.</p> <hr/> <p>SCORE OF 4: High-quality individual report The provider submits a complete individual ratee report that includes:</p> <ul style="list-style-type: none"> • clear instructions • interpretation of scores • rating scales • descriptions of all scales and dimensions • multi-year comparison starting from Year 2 <p>High-quality organisational report The provider submits a complete organisational-level report containing:</p> <ul style="list-style-type: none"> • instructions • interpretation of scores • rating scales 	<p>TOTAL POINTS = 30</p>



	<ul style="list-style-type: none"> • dimension descriptions • multi-year comparison starting from Year 2 <p>Report generation capacity (within two weeks) The provider can generate approximately 90 individual reports within 2 weeks.</p> <p>Report distribution capacity (within two weeks) The provider can distribute approximately 90 individual reports via email within 2 weeks.</p> <p>Annual access to raw data The provider ensures that the WRC has full access to raw assessment data every year for the entire contract period.</p>	
	<p><u>SCORE OF 3:</u></p> <p>High-quality individual report The provider submits a complete individual ratee report that includes:</p> <ul style="list-style-type: none"> • clear instructions • interpretation of scores • rating scales • descriptions of scales and dimensions • multi-year comparison starting from Year 2 <p>High-quality organisational report The provider submits a complete organisational-level report containing:</p> <ul style="list-style-type: none"> • instructions • interpretation of scores • rating scales • dimension descriptions • multi-year comparison starting from Year 2 <p>Report generation capacity (within three weeks) The provider can generate approximately 90 individual reports within 3 weeks.</p> <p>Report distribution capacity (within three weeks) The provider can distribute approximately 90 individual reports via email within 3 weeks.</p> <p>Annual access to raw data The provider ensures the WRC receives full raw assessment data every year for the duration of the contract.</p>	
	<p><u>SCORE OF 2:</u></p> <p>High-quality individual report The provider submits a complete individual ratee report that includes:</p> <ul style="list-style-type: none"> • clear instructions • interpretation of scores • rating scales • descriptions of scales and dimensions • multi-year comparison starting from Year 2 <p>High-quality organisational report The provider submits a complete organisational-level report containing:</p> <ul style="list-style-type: none"> • instructions • interpretation of scores • rating scales 	



	<ul style="list-style-type: none"> • dimension descriptions • multi-year comparison starting from Year 2 <p>Report generation capacity (within four weeks) The provider can generate approximately 90 individual reports within 4 weeks.</p> <p>Report distribution capacity (within four weeks) The provider can distribute approximately 90 individual reports via email within 4 weeks.</p> <p>Annual access to raw data The provider ensures that WRC has full access to all raw assessment data annually for the entire contract period.</p> <p>SCORE OF 1:</p> <p>High-quality individual report The provider submits a complete individual ratee report that includes:</p> <ul style="list-style-type: none"> • clear instructions • interpretation of scores • rating scales • descriptions of scales and dimensions • multi-year comparison starting from Year 2 <p>High-quality organisational report The provider submits a complete organisational-level report containing:</p> <ul style="list-style-type: none"> • instructions • interpretation of scores • rating scales • dimension descriptions • multi-year comparison starting from Year 2 <p>Report generation capacity (within four weeks) The provider can generate approximately 90 individual reports within 5 weeks.</p> <p>Report distribution capacity (within four weeks) The provider can distribute approximately 90 individual reports via email within 5 weeks.</p> <p>Annual access to raw data The provider ensures that WRC has full access to all raw assessment data annually for the entire contract period.</p>							
<p>PROJECT PROPOSAL AND METHODOLOGY</p>	<p>Project proposal and methodology</p> <table border="1"> <thead> <tr> <th data-bbox="414 1697 805 1765">DELIVERABLES/ ELEMENTS</th> <th data-bbox="805 1697 1034 1765">DESCRIPTION</th> <th data-bbox="1034 1697 1353 1765">POINTS ALLOCATION</th> </tr> </thead> <tbody> <tr> <td data-bbox="414 1765 805 2072">1. Methodology & Tools</td> <td data-bbox="805 1765 1034 2072">Proposal includes a comprehensive and realistic methodology. - Clearly outlines how the project will be developed</td> <td data-bbox="1034 1765 1353 2072"> <p>10 POINTS</p> <ul style="list-style-type: none"> • Fully meets all aspects with strong justification and relevance = 10 Points • Partially </td> </tr> </tbody> </table>	DELIVERABLES/ ELEMENTS	DESCRIPTION	POINTS ALLOCATION	1. Methodology & Tools	Proposal includes a comprehensive and realistic methodology. - Clearly outlines how the project will be developed	<p>10 POINTS</p> <ul style="list-style-type: none"> • Fully meets all aspects with strong justification and relevance = 10 Points • Partially 	<p>Total Points = 15</p>
DELIVERABLES/ ELEMENTS	DESCRIPTION	POINTS ALLOCATION						
1. Methodology & Tools	Proposal includes a comprehensive and realistic methodology. - Clearly outlines how the project will be developed	<p>10 POINTS</p> <ul style="list-style-type: none"> • Fully meets all aspects with strong justification and relevance = 10 Points • Partially 						



		<p>and implemented.</p> <ul style="list-style-type: none"> - Uses valid and appropriate data collection tools 	<p>meets with minor gaps or limited detail = 8 Points</p> <ul style="list-style-type: none"> • Partial meets with limited details = 6 • Generic methodology, lacks clarity or relevance = 4 Point • Not addressed = 0 Points 	
	<p>2. Project Plan & Timeframes</p>	<ul style="list-style-type: none"> - Provides a clear, detailed project plan. - Includes realistic and achievable timeframes. - Shows alignment with project objectives and deliverables. 	<p>5 POINTS</p> <ul style="list-style-type: none"> • Fully detailed plan with logical sequencing and realistic timelines = 5 Points • Plan provided but lacks some detail or realism = 3 Points • Basic outline with vague or unrealistic timeframes = 1 Point • Not addressed = 0 Points 	
<p>SIGNED REFERENCE LETTERS FROM CLIENTS (ON CLIENT LETTERHEADS WHERE APPLICABLE) FOR WHOM SIMILAR WORK WAS CONDUCTED.</p> <p>Reference to comply</p>	<p>Reference letters to be attached.</p> <p>The service provider should submit reference letters on the letter head of the referee and signed by the referee (not purchase order or contracts) to be allocated points under this criterion.</p> <p>NB: WRC reserves the right to directly afford questionnaires to selected clients (references) to rate the service per the afforded reference letter.</p> <ul style="list-style-type: none"> • One reference letter equals to = 1 point 		<p><u>Total points = 20</u></p>	



<p>with the following requirements:</p> <ul style="list-style-type: none"> • Contactable (email or telephone number) signed letter • Should be in client letterhead • Specify the work performed 	<ul style="list-style-type: none"> • Two reference letters equal to = 2 points • Three reference letters equal to = 3 points • Four reference letters equal to = 4 points • Five reference letters equal to = 5 points 	
Total weighting		100 Points

3.1 Phase Four (4): Specification compliance evaluation

Quotations will be evaluated against the specification to ascertain compliance. Only bidders who complied with the specification/scope of work will proceed to the next phase of evaluation.

3.2 Phase Five (5): Price and Specific Goals

Service providers who comply with set evaluation requirements will be evaluated under Price and Preference (Specific goals) phase.

List the specific goals applicable to this RFQ:

Criteria	Weight	Sub-criteria								
Total Price	80/100	Benchmark against lowest quote								
Specific Goal	20/100	<p>Specific Goals points will be awarded to bidders according to their size of the firm as follows:</p> <ul style="list-style-type: none"> • Woman owned Business or Youth Owned Businesses or Businesses owned by people with disabilities: <ol style="list-style-type: none"> a. 10 points to be awarded to Woman owned Business or Youth Owned Businesses or Businesses owned by people with disabilities (30% and above ownership %). • B-BBEE Certificate: <ol style="list-style-type: none"> a. 10 points to be awarded to bidders based on the BBEE status level of contributor as indicated in the BBEE accreditation certification in line with the table indicated below. <table border="1" data-bbox="687 1850 1262 2047"> <thead> <tr> <th data-bbox="687 1850 975 1895">BBEE LEVELS</th> <th data-bbox="975 1850 1262 1895">SCORES</th> </tr> </thead> <tbody> <tr> <td data-bbox="687 1895 975 1946">Level 1</td> <td data-bbox="975 1895 1262 1946">10</td> </tr> <tr> <td data-bbox="687 1946 975 1998">Level 2</td> <td data-bbox="975 1946 1262 1998">8</td> </tr> <tr> <td data-bbox="687 1998 975 2047">Level 3</td> <td data-bbox="975 1998 1262 2047">6</td> </tr> </tbody> </table> 	BBEE LEVELS	SCORES	Level 1	10	Level 2	8	Level 3	6
BBEE LEVELS	SCORES									
Level 1	10									
Level 2	8									
Level 3	6									



			Level 4	4	
			Level 5	2	

3.3 Phase six (6): Due Diligence

The WRC reserves the rights to conduct a due diligence exercise on the bidders that scored highest points in commercial evaluation.

3. PRICING

The RFQ will be evaluated in terms of the Preferential Procurement Regulations (2022).

Note

- Fees must be quoted in South African Rand
- Price(s) must be firm and all-inclusive and VAT where applicable.

4. PERIOD / DURATION OF PROJECT / ASSIGNMENT

Three (03) years.

5. PAYMENT:

The WRC will be invoiced according to the amount of services rendered payment will be affected 30 days from the date of the invoice.

6. STANDARD CONDITIONS OF THE TENDER

- i. **Bidders must complete SBD 4, SBD 6.1,**
- ii. Bidders must also submit a **valid tax clearance certificate**; and a **valid B-BBEE certificate** (original or certified copy) to the WRC offices PRIOR or by the closing date, if the WRC is not already in possession of these certificates;
- iii. It is the responsibility of prospective bidders to ensure that all bid documents are submitted before the closing time and date of the tender;
- iv. The WRC reserves the right to award or not to award this contract;
- v. The WRC will enter into a formal contract with one successful bidder;
- vi. The WRC reserves the right to terminate the contract should the performance of the service provider be unsatisfactory;
- vii. Bids received after closing time and date will be classified as **LATE** and will **NOT** be considered;
- viii. Although adequate thought has been given in the drafting of this document, errors may occur which the WRC will not be responsible for;
- ix. Any change of information provided in the tender document that may affect delivery of the service should be brought to the WRC’s attention as soon as possible. Failure to comply with this may result in the contract being terminated;
- x. Service providers presenting information intentionally incorrectly or fraudulently will be disqualified;
- xii. Service providers who have been declared insolvent and wish to do business with the WRC must



- have been rehabilitated and provide the necessary proof thereof;
- xiii. The WRC reserves the right to award, cancel or partially award this contract.
 - xiv. The National Treasury General Conditions of Contract will be applicable to this tender (available on the National Treasury website);
 - xv. Bidders must complete and attach all relevant standard bid document;
 - xvi. All prices quoted must be VAT inclusive; where applicable
 - xvii. Only those bidders, who have met the minimum functional criteria, as stipulated above, may be invited to present their proposal as required. Please note that bidders, who may be invited for presentations, may have their technical scores re-evaluated.
 - xviii. For those bidders who have met the minimum functional criteria, as stipulated above, the WRC has the right to visit the business premises to verify the information provided in the tender documents; please note that bidders who may have their premises inspected, may have their technical scores re-evaluated.
 - xix. Short-listed companies could be invited to present and discuss their proposals.
 - xx. A service level agreement will be entered into between the WRC and the successful respondent.

7. CLOSING DATE AND TIME

- The closing date for the RFQ is the **24 February 2026 @ 11h00**.
- Quotations should be sent to quotations@wrc.org.za to reach the WRC before **11h00** on the closing date and time.

8. ENQUIRIES

- For any technical enquiries and commercial enquiries please contact: the WRC Supply Chain Unit at quotations@wrc.org.za