



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:	100/02/25-26	CLOSING DATE:	04 MARCH 2026	CLOSING TIME:	24h00
DESCRIPTION OF GOODS/SERVICES	APPOINTMENT OF A PROFESSIONAL SERVICE PROVIDER (PSP) TO OFFER THE WRC WITH THE ACCOUNTING/FINANCIAL MANAGEMENT SERVICES INCLUDING A COMPLETE AND ACCURATE REVIEW OF ANNUAL FINANCIAL STATEMENTS (AFS) FOR THE PERIOD ENDED 31 MARCH 2026 TO ENSURE COMPLIANCE WITH ALL APPLICABLE STANDARDS AND LEGISLATIVE REQUIREMENTS FOR A PERIOD OF SIX (6) MONTHS. The suitable service provider must provide the Accounting/Financial Management services which must include Chief Financial Officer's duties as indicated on the details listed below: Chief Financial Officer (CFO) Role Purpose of the Role To develop and implement the finance strategy; accountable for internal and external audit results; ensure compliance; provide strategic financial support to Board and EXCO; ensure effective and efficient functioning of the Finance Branch; drive performance excellence and demonstrate exemplary leadership behaviours. Key Responsibilities of the Role 1. Lead the year end close and AFS preparation timetable. 2. Review and validate the Annual Financial Statements to ensure: • Full compliance with GRAP standards applicable to the entity • Appropriate disclosure and supporting notes. • Accuracy, completeness, and integrity of financial information. • Application of relevant and consistent accounting policies. 3. Ensure quality assure working papers, reconciliations, asset register, provisions or estimates 4. Ensure PFMA compliance, including: • Sections 38 40: Responsibilities of Accounting Authorities. • Correct treatment of irregular, fruitless, and wasteful expenditure, including classification, recording and reporting. • Appropriateness of internal controls. 5. Coordinate AFS preparation process, including month-end and year-end procedures. 6. Implement quality assurance reviews prior to submission to AGSA and National Treasury. Annual Financial Statement (AFS) Technical Quality Review (GRAP) • Perform a line-by-line technical review of draft AFS (primary statements & full notes).				



- Validate accounting policies: appropriateness, updates for current year, consistency & compliance with GRAP.
- Reconcile and tie-out: trial balance lead schedules notes primary statements: ensure cross-referencing
- Reperform critical reconciliations; cast & cross-cast statements; confirm roll-forwards and note linkages.
- Analytical reviews, reperform ECL, provisions, depreciation and change in estimate, lease calculations.
- Assess estimates & judgments (impairments, provisions, useful lives, ECL under GRAP 104, contingent items).
- Evaluate disclosures: related parties, commitments, contingencies, subsequent events, going concern.
- Check comparatives, restatements, and GRAP 3 change disclosures where applicable.
- Verify cash flow integrity (GRAP 2): indirect/direct method consistency and reconciliations.

Audit File Readiness (Evidence & Indexing)

- Design/confirm a comprehensive audit file index (by statement/line item/note), including:
- TB & mapping, lead sheets, reconciliations, sub-ledgers, journals, supporting calculations
- Management's position papers for complex/judgmental areas
- Test sufficiency & appropriateness of evidence (traceability to source).
- Identify gaps

Duties includes:

- Lead and coordinate the annual audit process with the **Auditor-General (AGSA)**.
- Implement a detailed audit readiness plan and complete audit file.
- Prepare and manage the audit readiness plan, including audit file compilation.
- Serve as the primary point of contact during the audit, coordinating management responses with evidence.
- Respond to audit queries timeously with adequate supporting evidence.
- Address audit findings and implement corrective action plans.
- Track and close audit findings with time bound action plans; report to Audit Committee (AC).
- Drive remediation of material misstatements, emphasis of matter issues, and compliance findings.
- Support the Audit Committee with periodic reporting.



Governance, Reporting and Stakeholder Management

- Support governance structures with timely, quality packs and briefings, including:
 - Audit Committee
 - Executive Committee
 - Board
- Coordinate submissions to the Executive Authority and National Treasury as required.
- Coach and mentor the finance team and contribute to skills transfer.
- Provide monthly, quarterly, and annual financial reports to internal and external stakeholders (National Treasury, DPE/DMRE/Water Affairs etc., depending on oversight department).

Financial Controls and Risk Management

- Strengthen internal controls and financial processes (segregation of duties, reconciliations, approvals, audit trails).
- Implement and maintain effective risk management practices.
- Oversee compliance with supply chain management (SCM) financial requirements and support contract/procurement oversight.
- Improve controls to prevent and reduce irregular, fruitless, and wasteful expenditure.
- Maintain an up-to-date Finance and SCM Risk Register

Budgeting and Financial Planning

- Lead the development of the **Medium-Term Expenditure Framework (MTEF)** budgets.
- Prepare annual budgets in line with National Treasury guidelines.
- Conduct financial modelling, forecasting, and scenario analysis.
- Monitor budget performance and issue monthly/quarterly financial reports.
- Ensure expenditure is aligned to entity strategy, PFMA requirements, and cost-containment regulations.

The appointed supplier must provide a company profile including number of years with similar work. Minimum 3 years' public sector experience (Schedule 3A, AGSA) required for which contactable reference letters are required.

Minimum Team Requirements: Qualifications

- CFO personnel - Chartered Accountant (SA) CA(SA) preferred or NQF 8



	equivalent in Accounting/Finance; • Lead Reviewer of the AFS - Chartered Accountant (SA) or equivalent) with GRAP & PFMA experience; proven AGSA audit cycle exposure; deep technical GRAP (incl. 104) and public sector reporting. Experience • Minimum 8-10 years financial management experience, with at least 5 years at senior management level. • Proven experience in a public entity governed by PFMA (preferably Schedule 3A). • Demonstrated experience in preparing and overseeing GRAP-compliant AFS. • Strong budgeting/MTEF, internal control, SCM financial oversight and audit remediation. • Track record of successful interactions with AGSA. • Strong budgeting and MTEF process experience. • GRAP Technical Specialist with minimum 3 years' experience. • Senior Accountant/Analyst for tie-outs, reconciliations, population builds, and evidence curation. All team members must have, as a minimum, a BCom Accounting Degree with 50% and more of team members having completed articles. Attach: Qualifications & CVs of key staff. NB: Attached with this document is Role Profiles for the CFO with more details of the role.
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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] ☐ Yes ☐ No	B-BBEE STATUS LEVEL SWORN AFFIDAVIT	[TICK APPLICABLE BOX] ☐ Yes ☐ 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?	☐ Yes ☐ No [IF YES ENCLOSE PROOF]	ARE YOU A FOREIGN BASED SUPPLIER FOR THE GOODS /SERVICES /WORKS OFFERED?	☐ Yes ☐ No [IF YES, ANSWER PART B:3]
QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS			
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?		☐ YES ☐ NO	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?		☐ YES ☐ NO	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?		☐ YES ☐ NO	
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?		☐ YES ☐ NO	
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?		☐ YES ☐ 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 State institution

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 acceptable tender will be used to determine the accurate system once lowest/ highest 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:

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

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:

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

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	Specific Goals points will be awarded to bidders according to their size of the firm as follows: Woman owned Business or Youth Owned Businesses or Businesses owned by people with disabilities:



		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: 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><tr><th>BBEE LEVELS</th><th>SCORES</th></tr><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></table>	BBEE LEVELS	SCORES	Level 1	10	Level 2	8	Level 3	6	Level 4	4	Level 5	2
BBEE 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 prospective Professional Service Providers to submit quotations for consideration, to offer the WRC with the Accounting/Financial Management services including a complete and accurate review of Annual Financial Statements (AFS) for the period ended 31 March 2026 to ensure compliance with all applicable standards and legislative requirements for a period of six (6) months.

The suitable service provider must provide the Accounting/Financial Management services which must include Chief Financial Officer's duties as indicated on the details listed below:

Chief Financial Officer (CFO) Role

Purpose of the Role

To develop and implement the finance strategy; accountable for internal and external audit results; ensure compliance; provide strategic financial support to Board and EXCO; ensure effective and efficient functioning of the Finance Branch; drive performance excellence and demonstrate exemplary leadership behaviours.

Key Responsibilities of the Role

7. Lead the year end close and AFS preparation timetable.
8. Review and validate the Annual Financial Statements to ensure:
 - Full compliance with GRAP standards applicable to the entity
 - Appropriate disclosure and supporting notes.
 - Accuracy, completeness, and integrity of financial information.
 - Application of relevant and consistent accounting policies.
9. Ensure quality assure working papers, reconciliations, asset register, provisions or estimates
10. Ensure PFMA compliance, including:
 - Sections 38 40: Responsibilities of Accounting Authorities.
 - Correct treatment of irregular, fruitless, and wasteful expenditure, including classification, recording and reporting.
 - Appropriateness of internal controls.
11. Coordinate AFS preparation process, including month-end and year-end procedures.



12. Implement quality assurance reviews prior to submission to AGSA and National Treasury.

Annual Financial Statement (AFS) Technical Quality Review (GRAP)

- Perform a line-by-line technical review of draft AFS (primary statements & full notes).
- Validate accounting policies: appropriateness, updates for current year, consistency & compliance with GRAP.
- Reconcile and tie-out: trial balance lead schedules notes primary statements: ensure cross-referencing
- Reperform critical reconciliations; cast & cross-cast statements; confirm roll-forwards and note linkages.
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Duties includes:

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- Implement a detailed audit readiness plan and complete audit file.
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- Serve as the primary point of contact during the audit, coordinating management responses with evidence.
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- Drive remediation of material misstatements, emphasis of matter issues, and compliance findings.
- Support the Audit Committee with periodic reporting.

Governance, Reporting and Stakeholder Management



- Support governance structures with timely, quality packs and briefings, including:
 - Audit Committee
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- Coordinate submissions to the Executive Authority and National Treasury as required.
- Coach and mentor the finance team and contribute to skills transfer.
- Provide monthly, quarterly, and annual financial reports to internal and external stakeholders (National Treasury, DPE/DMRE/Water Affairs etc., depending on oversight department).

Financial Controls and Risk Management

- Strengthen internal controls and financial processes (segregation of duties, reconciliations, approvals, audit trails).
- Implement and maintain effective risk management practices.
- Oversee compliance with supply chain management (SCM) financial requirements and support contract/procurement oversight.
- Improve controls to prevent and reduce irregular, fruitless, and wasteful expenditure.
- Maintain an up-to-date Finance and SCM Risk Register

Budgeting and Financial Planning

- Lead the development of the **Medium-Term Expenditure Framework (MTEF)** budgets.
- Prepare annual budgets in line with National Treasury guidelines.
- Conduct financial modelling, forecasting, and scenario analysis.
- Monitor budget performance and issue monthly/quarterly financial reports.
- Ensure expenditure is aligned to entity strategy, PFMA requirements, and cost-containment regulations.

The appointed supplier must provide a company profile including number of years with similar work. Minimum 3 years' public sector experience (Schedule 3A, AGSA) required for which contactable reference letters are required.

Minimum Team Requirements: Qualifications

- CFO personnel - Chartered Accountant (SA) CA(SA) preferred or NQF 8 equivalent in Accounting/Finance;
- Lead Reviewer of the AFS - Chartered Accountant (SA) or equivalent) with GRAP & PFMA experience; proven AGSA audit cycle exposure; deep technical GRAP (incl. 104) and public sector reporting.

Experience

- Minimum **8-10 years** financial management experience, with at least **5 years** at senior



management level.

- Proven experience in a **public entity governed by PFMA** (preferably Schedule 3A).
- Demonstrated experience in preparing and overseeing **GRAP-compliant AFS**.
- Strong budgeting/MTEF, internal control, SCM financial oversight and audit remediation.
- Track record of successful interactions with **AGSA**.
- Strong budgeting and **MTEF** process experience.
- **GRAP Technical Specialist** with minimum 3 years' experience.
- **Senior Accountant/Analyst** for tie-outs, reconciliations, population builds, and evidence curation.

All team members must have, as a minimum, a BCom Accounting Degree with 50% and more of team members having completed articles.

Attach: Qualifications & CVs of key staff.

NB: Attached with this document is Role Profiles for the CFO with more details of the role.

WRC address:

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

3. 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:

- 3.1. Phase One – Screening of the minimum requirements documents
- 3.2. Phase two – Specification compliance
- 3.3. Phase three – Price and Preference (Specific goals)

3.1 Phase One (1): Screening of the minimum requirements documents

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 progresses to the next phase of technical evaluation.

- Bid forms must be properly received on the bid closing date and time specified on the invitation, fully completed, dated.
- 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 points Claim for Specific goals),



- Submission of the original or certified B-BBEE Status Level Verification Certificate or original B-BBEE Sworn Affidavit in case of EME and QSE)
- Submission of Central Supplier Database (CSD) Compliance History Report.

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

3.2. Phase Two (2): Specification compliance

Service providers submitting price quotations / proposals will be checked against the specification to ascertain compliance. Service providers who fail to fully comply with the specification requirements will be eliminated.

3.3. Phase Three (3): Price and Preference (Specific goals) Evaluation

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	Proof to be submitted for allocation of points	Sub-criteria														
Total Price	80/100	-	Benchmark against lowest quote														
Specific Goal	20/100	BEE certificate or sworn affidavit or Companies and Intellectual Property Commission (CIPC) issued certificate confirming their annual total revenue and the level of Black Ownership, woman ownership and disabled ownership, and Central Supplier Database (CSD) full report.	Specific Goals points will be awarded to bidders according to their size of the firm as follows: • Woman owned Businesses or Youth Owned Businesses or Businesses owned by people with disabilities Youth Owned: 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: a. 10 points to be awarded to bidders based on the BBBEE status level of contributor as indicated in the BBBEE accreditation certification in line with the table indicated below. <table><tr><th>BBBEE LEVELS</th><th>SCORES</th></tr><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><tr><td>Non-compliant</td><td>0</td></tr></table>	BBBEE LEVELS	SCORES	Level 1	10	Level 2	8	Level 3	6	Level 4	4	Level 5	2	Non-compliant	0
BBBEE LEVELS	SCORES																
Level 1	10																
Level 2	8																
Level 3	6																
Level 4	4																
Level 5	2																
Non-compliant	0																

4. 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.

5. PERIOD / DURATION OF PROJECT / ASSIGNMENT

Six (6) months.

6. 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.

7. STANDARD CONDITIONS OF THE TENDER

- Bidders must complete SBD 4, SBD 6.1,**
- 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;
- It is the responsibility of prospective bidders to ensure that all bid documents are submitted before the closing time and date of the tender;
- The WRC reserves the right to award or not to award this contract;
- The WRC will enter into a formal contract with one successful bidder;
- The WRC reserves the right to terminate the contract should the performance of the service provider be unsatisfactory;
- Bids received after closing time and date will be classified as **LATE** and will **NOT** be considered;
- Although adequate thought has been given in the drafting of this document, errors may occur which the WRC will not be responsible for;
- 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;
- Service providers presenting information intentionally incorrectly or fraudulently will be disqualified;
- 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;
- The WRC reserves the right to award, cancel or partially award this contract.
- The National Treasury General Conditions of Contract will be applicable to this tender (available on the National Treasury website);
- Bidders must complete and attach all relevant standard bid document;
- All prices quoted must be VAT inclusive; where applicable
- 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.

8. CLOSING DATE AND TIME

- ☐ The closing date for the RFQ is the **04 March 2026 @ 24h00**.
- ☐ Quotations should be sent to quotations@wrc.org.za to reach the WRC before **24h00** on the closing date and time.

9. ENQUIRIES

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



Lynnwood Bridge Office Park, 2nd Floor, Bloukrans Building,
4 Daventry Street, Lynnwood Manor, Pretoria

Private Bag X03, Gezina, 0031, South Africa

Tel: +27 (0)12 761 9300

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Email: info@wrc.org.za

Web: www.wrc.org.za

WRC POSITION PROFILE

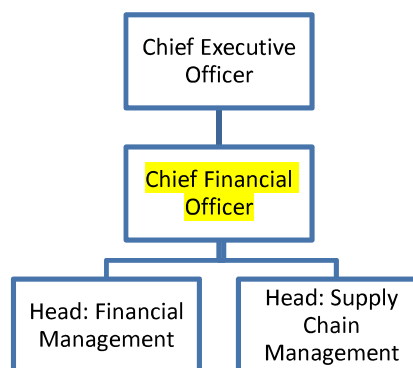
1. POSITION DETAIL

Position Title: Chief Financial Officer	Post Holder: Vacant
Patterson Job Grading:	Direct Line Manager: Chief Executive Officer
Branch: Finance	Direct Reports: Head: Financial Management, Head: Supply Chain Management, Executive Assistant and Group Assistant.
Department: Finance	Effective Date:
Location: Pretoria, Lynnwood	Date of Next Review:

2. POSITION PURPOSE

To develop and implement the finance strategy; accountable for internal and external audit results; ensure compliance; provide strategic financial support to Board and EXCO; ensure effective and efficient functioning of the Finance Branch; drive performance excellence and demonstrate exemplary leadership behaviours.

3. POSITION IN THE ORGANISATION / REPORTING RELATIONSHIP



4. KEY PERFORMANCE AREAS/OUTPUTS/RESPONSIBILITIES

- Develop and implement the finance strategy
- Accountable for internal and external audit results
- Ensure compliance with all relevant financial legislation and prescripts
- Provide strategic financial support to Board and EXCO.
- Ensure the effective and efficient functioning of the Supply Chain Management (SCM) services
- Provide executive oversight to ensure effective asset management governance frameworks are in place.
- Ensure effective governance and compliance in respect of travel and subsistence management.
- Ensure effective and efficient financial reporting and management accounting services
- Ensure effective and efficient financial administration and operations services
- Drive performance excellence
- Demonstrate exemplary leadership behaviours
- Living the WRC values and supporting values-based culture

5. DIRECT STAKEHOLDERS (list the positions this position deals with directly)

Internal: Board and sub-committee, CEO, Heads of Branches and other EXCO members

External: CFO's and other Executives within DWS, National Treasury and other government departments. Executives in both public sector and private sector entities

6. POSITION PROFILE

Qualifications	Minimum: - Chartered Accountant (CA) registered with SAICA. - Honours Degree / Post-graduate qualification (NQF level 8), in Accounting or finance related field. Added advantage: MBA/MBL/MCOM (NQF level 9) or other equivalent Internationally recognised Finance qualification will be advantageous	
Experience	Minimum: 12 years post article experience which includes 5 years as CFO or equivalent Senior management experience. Added advantage: Experience within the Public Sector or Water Sector would be advantageous.	
Technical Competencies:	Knowledge:	Up to date knowledge of PFMA, Treasury Regulations, SCM rules and GRAP
		Up to date knowledge of budgeting, compliance and governance principles
		Risk management and ethics
		Business process analysis and design
	Skills:	MS Office – Intermediate level
		MS Excel – Advanced level
		MS PowerPoint – Intermediate level

		Financial and Business analytics coupled with the ability to make sound decisions		
		Executive reporting and presentation		
		Strategic planning, budgeting and forecasting		
		Advanced financial and asset analysis		
		Stakeholder engagement and negotiation		
		High-level written and verbal communication		
Competencies	Competency domain	Competency	Definition	X
	Management competencies (complete if the position leads other positions)			
	Entrepreneur	Vision & strategy	develops an ambitious but realistic business vision and translates it into a workable strategy	
		Initiative & responsibility	acts on own initiative, makes things happen and accepts responsibility for the results	
		Business development	identifies and seizes commercial opportunities; has a strong positive impact on business growth and profitability	
		Bottom-line focus	focuses on bottom-line results, identifies potential risks and monitors the financial impact of own activities	
		Influence	makes an impact; convinces and persuades others; promotes plans and ideas successfully	
		Networking	builds a useful network of contacts and relationships and utilizes it to achieve objectives	
	Manager	People management	provides team with a clear sense of direction, inspires and co-ordinates others and keeps them focused on objectives	
		People development	develops people through delegation, empowerment and coaching; promotes career and self-development	
		Organisational awareness	understands the organization's informal rules and structures and utilizes political processes effectively to get things done	
		Execution	adheres to company rules and procedures; executes plans with commitment and determination; achieves high quality results	

		Systematic approach	uses a methodical and systematic approach; plans ahead, defines clear priorities and allocates resources effectively	
		Steadiness	creates a stable and re-assuring work atmosphere; supports and encourages team in difficult times; is firm and reliable	
	Expert	Analysis & judgement	quickly understands and analyzes complex issues and problems; comes up with sound and rational judgments	
		Professional expertise	demonstrates specialist knowledge and expertise in own area; participates in continuous professional development	
		Innovation	produces fresh and imaginative ideas and solutions; breaks away from tradition; promotes change and novelty	
		Effective communication	communicates in a clear, precise and structured way; speaks with authority and conviction; presents effectively	
		Constructive teamwork	co-operates well with others; shares knowledge, experience and information; supports others in the pursuit of team goals	
		Self-development	is aware of own strengths and limitations and pursues learning and career development opportunities	

POSITION PROFILE		PERFORMANCE AGREEMENT		
OUTPUTS (KPA's, Responsibilities) (What should this position Deliver?)	ACTIVITIES/PROCESS/STEPS	WEIGHTING	OUTCOMES/IMPACT (Measurement, Key performance Indicator, Target, Criteria)	Score
DEVELOP AND IMPLEMENT THE FINANCE STRATEGY	1. Actively participate and contribute to the development of the overall WRC strategic and annual operational plan. 2. Identify the financial aspects related to the overall WRC strategic plan. 3. Develop appropriate strategies to deal with all the finance related aspects of the overall WRC strategy annually. 4. Develop an implementation plan for the finance strategy that considers timeframes and resources required. 5. Present and communicate the finance strategy to all relevant stakeholders during the relevant meetings. 6. Report, monitor and evaluate progress of finance strategy implementation on a monthly and quarterly basis. 7. Develop and implement corrective measures where applicable to ensure that the Branch remains on track.		OUTCOME: SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
ACCOUNTABLE FOR INTERNAL AND EXTERNAL AUDIT RESULTS	1. Ensure that business processes exist for the internal and external audits to run smoothly. 2. Chair the Audit Steering Committee during the external audit season. 3. Final review and approval of all management responses to audit findings. 4. Oversee the process of responding to all audit findings. 5. Oversee the process of compiling an audit action plan that includes appropriate corrective measures 6. Oversee the implementation of corrective measures 7. Maintain a professional relationship with the External Auditors		OUTCOME: SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
ENSURE COMPLIANCE WITH ALL RELEVANT FINANCIAL LEGISLATION AND PRESCRIPTS	1. Oversee the development of all finance and Supply Chain Management (SCM) policies and Standard Operating Procedures ("SOPs"). 2. Oversee the development of a regulatory compliance framework and template for Finance and SCM. 3. Receive compliance reports to assess the effectiveness of the processes and what corrective measures are required. 4. Oversee the ongoing enhancement of the finance compliance environment.		OUTCOME: SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	

PROVIDE STRATEGIC FINANCIAL SUPPORT TO BOARD AND EXCO	1. Take the lead and play advisory role to EXCO and Board on all financial matters. 2. Be a key representative at/during engagements with Portfolio Committee, National Treasury, DWS and other entities where the subject matter relate to the WRC finances 3. Be the primary WRC liaison and provider of financial information to the WRC Audit, Risk and Finance Committee		OUTCOME: SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
ENSURE EFFECTIVE AND EFFICIENT FUNCTIONING OF THE SUPPLY CHAIN MANAGEMENT (SCM) SERVICES	1. Oversee the development of the appropriate performance indicators for SCM. 2. Strengthen contract management and governance. 3. Provide executive oversight of Supply Chain Management. 4. Monitor the performance and quality of the SCM services provided by periodically reviewing results and performance statistics. 5. Assess and where applicable oversee the implementation of corrective measures where performance targets and service levels are not met.		OUTCOME: SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
PROVIDE EXECUTIVE OVERSIGHT TO ENSURE EFFECTIVE ASSET MANAGEMENT GOVERNANCE FRAMEWORKS ARE IN PLACE.	1. Provide executive oversight of organisational asset management. 2. Ensure effective asset lifecycle management, including acquisition, utilisation, verification, valuation, impairment and disposal. 3. Ensure accurate and complete asset registers in compliance with applicable legislations. 4. Address asset-related risks and audit findings.		OUTCOME: SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
ENSURE EFFECTIVE GOVERNANCE AND COMPLIANCE IN RESPECT OF TRAVEL AND SUBSISTENCE MANAGEMENT.	1. Provide governance oversight of travel and subsistence expenditure. 2. Ensure travel management policies, delegations and controls are implemented and enforced. 3. Monitor travel expenditure for cost-effectiveness, compliance and value for money. 4. Ensure corrective action where non-compliance or inefficiencies are identified.		OUTCOME: SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
ENSURE EFFECTIVE AND EFFICIENT FINANCIAL REPORTING AND	1. Oversee the development of the appropriate performance indicators for Financial Reporting and Management Accounting Services		OUTCOME: SCALE 1 = Unacceptable performance:	

MANAGEMENT ACCOUNTING SERVICES	2. Monitor the performance and quality of the Financial Reporting and Management Accounting Services provided by periodically reviewing results and performance statistics. 3. Assess and where applicable oversee the implementation of corrective measures where performance targets and service levels are not met		2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
ENSURE EFFECTIVE AND EFFICIENT FINANCIAL ADMINISTRATION AND OPERATIONS SERVICES	1. Oversee the development of the appropriate performance indicators for Financial Administration and Operations 2. Monitor the performance and quality of the Financial Administration and Operations services provided by periodically reviewing results and performance statistics 3. Assess and where applicable oversee the implementation of corrective measures where performance targets and service levels are not met		OUTCOME: SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
DRIVE PERFORMANCE EXCELLENCE	1. Optimise employee productivity. 2. Responsible for optimal employee capacity (i.e. Branch structure). 3. Ensure measurement approaches, methodologies and metrics to assess the effectiveness and efficiency of Finance practices. 4. Oversee the implementation of appropriate tools and methods to measure in a timely manner the efficiency, effectiveness and consistency of Finance practices across the organisation. 5. Provide a clear framework for measuring the Finance impact on the financial bottom-line of the organisation. 6. Provide ongoing feedback, instruction & development guidance to direct reports to help others excel in their current or future responsibilities. 7. Ensure that direct reports are effectively recognised and rewarded in line with organisational practice and governance. 8. Oversee the development of performance indicators for the Finance service delivery and business impact and present to the organization. 9. Ensure achievement of own performance objectives. 10. Prepare in advance and conduct staff meetings regularly to debrief and discuss performance and business issues. 11. Ensure that all employees within the Branch have signed performance agreements. 12. Put together action plans to address poor performance.		OUTCOME: Stakeholder evaluation SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	

DEMONSTRATE EXEMPLARY LEADERSHIP BEHAVIOURS	1. Positively influence and manage change by providing mechanisms and support to implement major changes in area of accountability. 2. Leads employees through mentoring with a coaching approach. 3. Create a positive work climate and culture to energise employees by giving meaning to work, minimise work disruption. 4. Actively participate in own professional development and career map.		OUTCOME: Stakeholder evaluation SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
LIVING THE WRC VALUES AND SUPPORTING VALUES-BASED CULTURE	1. Display behaviours that support the culture that is consistent with the vision, mission and values of the WRC: a. Be open to learning and sharing with others. b. Be innovative and creative. c. Be true and fair in everything you do. d. Do what we say we will. e. Be honest. f. Treat others with respect g. Act professional. h. Deliver the best products and services to all stakeholders. i. Empower others. j. Willingly take ownership for our positions. k. Throughout the WRC we embrace and promote diversity, together with the many talents and skills our employees bring from different backgrounds and perspectives. l. We work towards defining and living a workplace culture in which everyone feels included. m. We challenge and confront inappropriate behavior. n. Display an interest in and contribution to the development and wellbeing of the WRC beyond our own Branch. 2. Role model personal involvement, commitment and dedication in support the WRC values. 3. Ensure the work environment enables employees to “live” the organisation culture and values.		OUTCOME: Stakeholder evaluation SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	

TEAMS OUTPUTS DEFINED	1. Define the outputs and your role.		OUTCOME: Team evaluation SCALE 1 = Unacceptable performance: 2 = Performance not fully satisfactory: 3 = Fully effective: 4 = Performance significantly above expectations: 5 = Outstanding performance:	
8. Agreement: • The position profile is a true reflection of the current requirements of the position but may be subject to and may include aspects not covered in this position profile. • The WRC reserves the right to amend the position profile in consultation with the employee. • The Line Manager had discussed the position profile with the employee and the latter understands the content of the position profile. I _____ agree with the above position profile and also agree to perform any other reasonable task(s) delegated to me by my Manager/Supervisor, which are not included in the position profile. _____ Signature Incumbent _____ Date _____ Signature – Chief Executive Officer _____ Date				