

Annexure E: Request For Information (RFI) Template

REQUEST FOR INFORMATION (RFI)

YOU ARE HEREBY INVITED TO PROVIDE INFORMATION TO ASSIST THE WATER RESEARCH COMMISSION (WRC)

Item	Details
RFI Number	WRC-RFI-001-2026/27
Issue Date	16 October 2026
Closing Date	30 October 2026
Closing Time	11:00
Description	Request for Information: In relation to - Conducting an independent institutional assessment of the Water Research Commission (WRC) organisational operating model
Submission Email	tenders@wrc.org.za
Contact Person	Supply Chain Management
Contact Number	012 761 9300

IMPORTANT NOTICE

THIS IS NOT A REQUEST FOR QUOTATION (RFQ), REQUEST FOR PROPOSAL (RFP) OR INVITATION TO BID (ITB)

The purpose of this Request for Information (RFI) is solely to obtain market, industry, technical, operational and commercial information to assist the Water Research Commission (WRC) with:

- Market research;
- Procurement planning;
- Development of specifications;
- Development of Terms of Reference (TOR);
- Development of Scope of Work (SOW);
- Identification of available technologies, products and services;
- Understanding market trends and best practices;
- Budget estimation.

This RFI:

- Does not constitute a commitment by the WRC to procure any goods or services;
- Does not constitute a tender process;
- Does not create any contractual rights or obligations;
- Will not result in supplier pre-qualification or appointment;
- Does not guarantee the issuance of a future RFQ, RFP, Tender or Bid.

The WRC reserves the right to use information obtained through this RFI to inform future procurement strategies and specifications.

SUPPLIER INFORMATION

Information Required	Supplier Response
Company Name	
Registration Number	
CSD Number	
Contact Person	
Position	
Telephone / Mobile Number	
Email Address	
Website	
Physical Address	

SECTION 1: BACKGROUND

1.1 Project Background

The Water Research Commission (WRC) is considering the future procurement of:

[To conduct an independent institutional assessment of the Water Research Commission (WRC) organisational operating model]

The purpose of this RFI is to gather information from the market regarding available solutions, technologies, methodologies, delivery models and best practices.

SECTION 2: OBJECTIVES OF THE RFI

The objectives of this RFI are to:

- Understand available market solutions;
- Obtain technical information;
- Understand implementation approaches;
- Understand available service models;
- Identify emerging technologies;
- Determine indicative costing structures;
- Determine typical contract terms;
- Obtain recommendations from industry participants;
- Improve the quality of future procurement specifications.

SECTION 3: INFORMATION REQUIRED

3.1 Company Experience

Please provide:

- Overview of your company;
- Areas of specialization;
- Years operating in the industry;
- Relevant experience;
- Major clients;
- Relevant projects completed in the past five years.

3.2 Market Information

Please provide information relating to:

Current Industry Trends relevant to the Institutional Assessment projects

- Industry developments
- Technological advancements
- Emerging solutions
- Regulatory developments
- Market challenges

Best Practices

- Industry standards
- Leading practices
- Performance measures
- Service delivery models

3.3 Technical Information

Please provide details regarding:

- Available technologies;
- Product offerings;
- System capabilities;
- Technical specifications;
- Interoperability requirements;
- Security considerations;
- Infrastructure requirements;
- Support requirements.

3.4 Commercial Information

Please provide indicative information regarding:

- Pricing models;
- Licensing options;
- Subscription options;
- Service models;
- Maintenance arrangements;
- Typical contract durations.

NB: The WRC is not requesting formal quotations or prices for evaluation purposes. Indicative cost ranges are requested solely for planning and budgeting purposes.

3.5 Risks and Challenges

Please identify:

- Common implementation risks;
- Operational risks;
- Supply risks;
- Success factors;
- Recommended mitigation measures.

3.6 Recommendations

Please provide recommendations regarding:

- Scope of work requirements;
- Technical specifications;
- Performance indicators;
- Service levels;
- Evaluation criteria;
- Industry best practices.

SECTION 4: SUPPLIER RECOMMENDATIONS FOR FUTURE SPECIFICATION DEVELOPMENT

The WRC requests respondents to propose:

- Additional requirements;
- Alternative technologies;
- Innovative approaches;
- Better evaluation methodologies;
- Lessons learned from similar projects.

SECTION 5: FUTURE PROCUREMENT CONSIDERATIONS

The WRC requests respondents to provide advice on the following:

Consideration	Response
Suggested Functional Requirements	
Suggested Technical Requirements	
Suggested Minimum Mandatory Requirements	
Suggested Evaluation Criteria	
Suggested Industry Certifications	
Suggested Performance Standards	
Suggested Contract Duration	
Suggested Service Levels	

SECTION 6: SUPPORTING DOCUMENTATION

Respondents may attach:

- Product brochures;
- Solution architecture;
- Product catalogues;
- Technical documents;
- Industry reports;
- Case studies;
- Reference projects;
- Other relevant information.

SECTION 7: CONFIDENTIALITY

Information submitted in response to this RFI will be used solely for planning and research purposes.

Respondents must clearly identify any information regarded as proprietary or confidential.

Submission of information does not create any confidentiality obligations beyond those required by applicable legislation.

SECTION 8: DISCLAIMER

- The WRC may use information received in developing future procurement documents.
- Participation in this RFI is entirely voluntary.
- Respondents will not receive compensation for participating.
- Responses will not be evaluated for award purposes.
- The WRC is under no obligation to procure any goods or services arising from this RFI.

- Submission of a response does not guarantee participation in future procurement opportunities.

SECTION 9: DECLARATION

I certify that the information submitted is true and correct to the best of my knowledge.

Name of Respondent	
Designation	
Company Name	
Signature	
Date	

ANNEXURE A

RESPONSE CHECKLIST

Requirement	Submitted
Company Profile	Yes / No
Company Registration Documents	Yes / No
CSD Report (Optional)	Yes / No
Technical Information	Yes / No
Commercial Information	Yes / No
Recommendations	Yes / No
Supporting Documents	Yes / No

ANNEXURE B

QUESTIONS AND CLARIFICATIONS FORM

No.	Question	Response
1		
2		
3		

ANNEXURE C

DRAFT SCOPE OF WORK

Conducting an independent institutional assessment of the Water Research Commission (WRC) organisational operating model in relation to building a sustainable, effective and accessible water research institution in response to its legislated mandate and stakeholder expectation including (but not exclusive to):

- Organisational structure, skills, and people competencies for effective implementation of the mandate
 - WRC Service Delivery Model
 - Sustainability of the financial operating model
 - Adequacy and sustainability of information, communication, and technology systems
 - Integrated approach to governance and the management of risk, monitoring and evaluation as well as compliance
 - Change management plan in line with the organisational operating model.
- Make recommendation on the areas of improvement / intervention on the organisational operating model/business operating model, functional and organisational design to ensure sustainability of the WRC

The WRC expects the following key deliverables from the appointed service provider. These deliverables are aligned with the phases of the project and aim to support effective assessment, planning, implementation, and monitoring:

1. **Project Implementation Plan**

- A detailed proposal outlining the project approach.
- Deliverables, including estimated hours, applicable rates, and resource allocation required to complete the project.

2. **Comprehensive Institutional Assessment Report inclusive of maturity assessment level**

- Identification of organisational gaps, strengths, and areas for improvement.
- Clear, actionable recommendations based on findings.
- Assessment of WRC's current maturity level (e.g., basic, intermediate, cutting-edge).
- Development of a progressive implementation roadmap to advance maturity.

3. **Draft and Final Implementation Plan**

- A detailed methodology for implementing the recommendations.
- Includes tools, frameworks, and processes to be used.

4. **Final Implementation Plan**

- Developed in consultation with Executive Management.
- Reflects prioritised actions, timelines, and responsibilities.
- Monitoring and Evaluation (M&E) Plan which includes indicators, reporting mechanisms, and feedback loops.

5. **Reporting Frequency - Progress Reports**

- **Monthly Reports:** Submitted by the 7th working day of each month to the project team
- **Executive Presentation:** Regular updates presented to the Executive as requested, but at least once per quarter.

- Ad Hoc Reports: Within 5 working days of request periodic reporting to the Board.

1. PROJECT SUPPORTING INFORMATION

The successful bidder will be provided with the following information to enable the successful completion of the project:

- Water Research Act, 1971
- Current organisational structure.
- WRC five-year strategy and APP
- WRC salary/ job-structure and pay-scale
- WRC Job Evaluation information (policy/ data)
- Last three financial statements as per annual report (procurement plan)
- Any other policy/ strategy documents required for compliance
- Delegation of Authority
- ICT governance policy/ framework
- Strategic risk policy/ framework
- Any other legislative and compliance related documents that may be deemed necessary for the effective execution of the project.

2. PERIOD / DURATION OF PROJECT / ASSIGNMENT

The total duration of the project is **15 months**, divided into the following key phases:

1. PHASE 1: Institutional assessment and reporting (12 months)

- This phase begins at project inception and runs for twelve (12) months.
- It is **deliverable-based**, not hourly-rate based.

Key outputs include:

- Completion of the institutional assessment.
- Submission of the final Institutional Assessment Report and recommendations to Executive Management, the Board, and relevant committees.
- Submission of the final implementation plan.

2. PHASE 2: Implementation and consultation (3 months)

- Following the approval of the Institutional Assessment Report, the appointed service provider shall provide **structured** support to ensure effective implementation of recommendations and facilitate stakeholder engagement.

The scope of support includes:

2.1. Implementation Support

- Develop a detailed implementation plan aligned with approved recommendations, including timelines, responsibilities, and performance indicators.
- Provide technical assistance to relevant units to operationalize recommendations, including policy

refinement, procedural updates, and system enhancements.

- Support change management through risk identification, mitigation planning, and capacity-building initiatives.
- Establish monitoring mechanisms to track progress and report on implementation milestones.

2.2. Stakeholder Engagement

- Design and facilitate inclusive consultation sessions with internal and external stakeholders to communicate implementation objectives and gather feedback.
- Prepare and disseminate engagement materials (e.g., presentations, briefing notes) to support stakeholder understanding and participation.
- Document stakeholder inputs and integrate relevant feedback into the implementation process.

2.3. Reporting and Oversight

- Submit monthly progress reports detailing activities, achievements, challenges, and proposed corrective actions.
- Participate in scheduled review meetings with the project oversight team.
- Deliver a final report summarizing Phase 2 outcomes, lessons learned, and recommendations for sustained institutional improvement.

3. PHASE 3: Monitoring and Evaluation

Duration: To be determined in consultation with the appointed service provider. (Very important: The service providers are requested through this RFI process to recommend the most suitable duration for this phase and provide a rationale for the proposed timeframe. The recommendation should be based on industry best practice, the nature of the intervention, and the level of support required to achieve sustainable outcomes. This shall enable the WRC to indicate the suitable duration under this phase when advertised to the market)

Following the implementation phase, the appointed service provider shall provide structured support to monitor progress, evaluate outcomes, and ensure continuous improvement. This phase will focus on the following key areas:

3.1. Monitoring Support

- Develop a monitoring framework aligned with the implementation plan, including performance indicators and data collection methods.
- Establish tools and mechanisms for tracking progress and identifying implementation challenges.
- Provide ongoing technical support to internal teams to ensure accurate and timely data collection.
- Facilitate regular progress reviews and recommend corrective actions where necessary.

3.2. Evaluation Activities

- Design and execute an evaluation plan to assess the effectiveness and impact of implemented recommendations.
- Conduct periodic evaluations using appropriate methodologies (e.g., surveys, interviews, document analysis).
- Identify lessons learned and areas for improvement to inform future institutional development.

3.3. Reporting and Feedback

- Submit periodic reports summarizing monitoring data, evaluation findings, and strategic recommendations.
- Present findings to management and relevant stakeholders through structured feedback sessions.
- Maintain documentation of all monitoring and evaluation activities, including stakeholder inputs and follow-up actions.

3.4. Capacity Building

- Provide training and guidance to internal staff on monitoring and evaluation practices.
- Develop templates, guidelines, and tools to support sustainable M&E beyond the project lifecycle.

3. RISKS:

Should the institutional assessment be not conducted, several significant risks can arise such as:

- **Failure to meet regulatory requirements** – to verify the completeness of the current regulatory compliance universe and identify compliance gaps
- **Potential loss of core skills** which might lead to hinderance in achieving the mandate objectives.
- **Poor decision making**- institutional assessments provide critical data and insights that informs strategic decision making.
- **Decline in quality and effectiveness** as regular assessments help identify areas of improvement and ensure that programs and services meet their intended goals.
- **Increased Vulnerability to Fraud and Mismanagement** – regular assessments help detect and prevent fraud, mismanagement and other unethical practices.
- **Sectoral irrelevance** - Without assessing institutional capabilities and sector needs, the organisation may pursue projects that do not address pressing water challenges, therefore resulting to misalignment with national or regional water priorities.