

Requesting Office: Magalies Water HEAD OFFICE	
Contact Person: Evans Maluleke	
Contact Numbers: 012 277 1452/1290	
Facsimile:	
E-mail address: quotationswest@magalieswater.co.za	RFQ – 10028052

DATE ISSUE: 15 September 2026

CLOSING DATE: **18 September 2026**

PLACE OF DELIVERY: **MAGALIES Water HEAD OFFICE**

38 HEYSTEK STREET

RUSTENBURG

0300

For More information/query email: evansm@magalieswater.co.za or call 014 597 4636

Item No.	Description/Specification	Quantity
	BOARD EVALUATION	
1.	Board Evaluation for 13 Board Members and 3 External Audit & Risk Committee Members and 14 EXCO Members. AS PER ATTACHED SCOPE OF WORK	

1. Submission of Quotations

RFQ Number must always be stated on the quotation.

Quotations should be submitted on or before the Request for Quotation Deadline **Date by no later than 12h00** to the email below. Email: quotationswest@magalieswater.co.za, **No hand delivered quotations will be accepted, all quotations to be submitted to the email indicated on the RFQ.**

2. Selection of Qualifying Quotation

The selection of the qualifying quotation will be at Magalies water's sole discretion. Magalies Water does not bind itself to accept any particular Quotation.

3. Documents required

ADMINISTRATIVE REQUIREMENTS REQUIREMENTS:

- Quotation must have CSD vendor number or CSD report

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- Quotation must have RFQ reference number
- Completed and signed Declaration of Interest Form (SBD4)
- Quotation with validity period should be a minimum of 30 days or more from the date of issue.
- Quotation with physical address, date, contact details and banking details.

MANDATORY REQUIREMENTS:

- Quotation must be line with the specification.
- Quotations received after the closing date will not be accepted.

***NB All non-responsive bids will be rejected.**

4. EVALUTION OF QUOTATION

All Quotations with a rand value equal to or below R50 million, will be evaluated in terms of the PPR 2022 using the 80:20 Preference point system.

CRITERIA	POINTS
Price	80
Specific goals	20
TOTAL	100 points

Specific goal	Number of points (80/20 system)	Means of verification
Black people ownership equity	5	Central Supplier Database (CSD) report
Women equity	3	Central Supplier Database (CSD) report
Youth equity	2	Central Supplier Database (CSD) report
Disability	2	Medical certificate or (CSD)

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Promotion of small businesses Medium- 2 Points Small- 3 Points Micro- 4 Points Other- 0 Points	4	1. Central Supplier Database (CSD) report for transactions from rand value to R500 000.00. 2. Signed Financial Statements for transactions above R500 000.00
Locality Within 100km radius of where goods/service is required	3	Proof of address (tribal authority letter/ Lease agreement accompanied by municipal rates invoice/statement)
Military Veterans (MVA)	1	MVA force number/CSD
Total	20	

5. TERMS & CONDITIONS

- 5.1. Quotations received after the closing date will not be accepted.
- 5.2. All costs to be included in the quotation.
- 5.3. Delivery must take place at the specified place.
- 5.4. Quotations to be valid for a minimum of 30 days or more from date of issue.
- 5.5. The Government Procurement General Conditions of Contract shall apply



1. OVERVIEW

Magalies Water's Office of the Company Secretary requests quotations for the following project:

a) Board' Performance Appraisal.

1.1 Background and Context

In line with the principles of the **King V™ Report on Corporate Governance for South Africa (2016)**, the **Companies Act, 2008 (Act No. 71 of 2008)**, the **Public Finance Management Act, 1999 (Act No. 1 of 1999)** ("PFMA"), and the **Shareholders Compact** concluded annually with the **Department of Water and Sanitation (DWS)**, the **Board of Magalies Water** ("the Board") is required to evaluate its performance on a regular basis.

The evaluation seeks to assess how effectively the Board, its Committees, and individual members are fulfilling their governance and oversight responsibilities in advancing the organisation's **mandate as a national public entity**, ensuring alignment with the **strategic objectives, performance indicators**, and governance standards agreed upon in the Shareholders Compact with the DWS.

This process is a core element of good corporate governance and accountability, as envisaged by **King V the applicable principles relating to governing body performance evaluations**, which recommends that the governing body should ensure the evaluation of its own performance and that of its committees, its chair, and its individual members.

1.2 Purpose of the Evaluation

The purpose of the Board Performance Evaluation is to:

- Strengthen governance effectiveness and accountability;
- Assess how well the Board is discharging its statutory and fiduciary duties under the **Companies Act** and the **PFMA**;
- Evaluate the Board's role in achieving the outcomes and key deliverables set out in the **Shareholders Compact with the DWS**;
- Identify strengths, gaps, and areas for development; and
- Develop an actionable **Governance Improvement Plan** to enhance the performance and value contribution of the Board.

1.3 Objectives

The key objectives are to:

1. Evaluate the **effectiveness, efficiency, and strategic contribution** of the Board and its Committees.
2. Assess the **leadership and governance culture**, including ethical and responsible conduct in line with King V™.
3. Determine the **extent of compliance** with the Companies Act, PFMA, King V™, and governance provisions contained in the **Shareholders Compact**.
4. Review the Board's **decision-making processes, oversight of management**, and alignment with organisational performance outcomes.
5. Evaluate the **performance of the Chairperson, Committee Chairs, and individual Board members**.
6. Identify training, development, and succession planning needs.
7. Provide a **comprehensive evaluation report** and recommendations for improvement.

2. SCOPE OF SERVICES

The appointed service provider will be required to carry out the following activities:

2.1 Inception and Planning

- Conduct an inception meeting with the Company Secretary to confirm approach, methodology, timelines, and deliverables.
- Review governance documentation, including:
 - The Companies Act (No. 71 of 2008) provisions relating to Directors' duties and performance;
 - The PFMA and associated Treasury Regulations;
 - The Shareholders Compact with DWS;
 - Board and Committee Charters;
 - Previous evaluation reports and governance assessments; and
 - The organisational strategy, annual performance plan (APP), and key performance indicators.

2.2 Design of Evaluation Framework

Develop a Board Evaluation Framework and tools in alignment with:

- King V™ governance principles;
- The Companies Act;
- PFMA and DWS governance directives; and
- Best practice in public entity governance.

The evaluation tools should include a combination of:

- Confidential online surveys or structured questionnaires;
- Peer and self-assessments;
- One-on-one interviews with Board members, selected Executives; and

Areas to be covered should include (but not be limited to):

1. Board composition, diversity, and independence;
 2. Role clarity and responsibilities under the Companies Act and PFMA;
 3. Strategy formulation and oversight;
 4. Risk management and internal controls;
 5. Ethical leadership and corporate citizenship;
 6. Financial oversight and compliance with Shareholders Compact obligations;
 7. Relationship with management and stakeholders;
 8. Board and Committee effectiveness;
 9. Chairperson and individual member performance;
 10. Continuous development and governance maturity.
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2.3 Data Collection and Analysis

- Administer and collect responses confidentially.
 - Conduct interviews and qualitative assessments to complement quantitative survey results.
 - Analyse results and benchmark against King V™ and governance best practice for water sector entities.
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2.4 Reporting

The service provider should prepare the following outputs:

- Comprehensive Board Evaluation Report outlining:
 - Overall Board performance;
 - Committee effectiveness;
 - Individual member assessments (aggregated confidentially);
 - Compliance with the Companies Act, PFMA, and Shareholders Compact;
 - Governance strengths, weaknesses, and trends; and
 - Actionable recommendations for improvement.
 - Governance Improvement and Development Plan with proposed actions, timelines, and accountability responsibilities.
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2.5 Presentation and Facilitation

- Present key findings and recommendations to the Company Secretary;
- Provide support to the Company Secretary when presenting to Board.

3. EVALUATION

The evaluation will be based on the normal procurement processes including Price, Approach and Scope areas to be reviewed for the Project.

3.1 Expertise and Experience Requirements

The service provider should demonstrate:

- At least **five (5) years' experience** in conducting Board or governance evaluations, preferably in the **public or water sector**;
- In-depth understanding of:

- **King V™ governance principles;**
- **The Companies Act, 2008;**
- **The Public Finance Management Act (PFMA); and**
- **The Water Services Act and governance obligations under the Shareholders Compact with DWS;**
- Proven analytical, facilitation, and report-writing skills;
- Independence, objectivity, and confidentiality.

3.2 Confidentiality

All information obtained during the evaluation will be treated as **strictly confidential** and remain the property of Magalies Water Board. The service provider shall not disclose or use the information for any purpose other than for completing the evaluation.

3.3 Expected Outcomes

Upon completion of the process, the Board should have:

- A clear understanding of its performance and governance effectiveness;
- Alignment of Board practices with the Companies Act, PFMA, and King V™;
- Improved accountability and value creation in line with the **Shareholders Compact**; and
- A targeted action plan for continuous improvement and capacity enhancement.

4 COMPULSORY SITE BRIEFING SESSION: N/A

5 BELOW ARE THE COMPULSORY REQUIREMENTS FOR THIS SERVICE

-  Valid tax clearance certificate;
-  Completed SBD 4 form;
-  Valid B-BBEE Status Level Verification Certificate;
-  CSD Report and Requirements;
-  Two recent (not more than 8yrs) Reference Letters of previous similar projects including contact details of where the projects were executed;
-  CVs and certified copies of qualifications of the team (The team used in the proposal must be the team executing the project).

PROPOSAL AND/OR COMPANY PROFILE.

6. Queries relating to the issuing of this RFQ may be addressed to myself, Deona Engelbrecht at deonae@magalieswater.co.za Tel: 014-597 4636.

6.1 Submission of Quotations Submissions should be emailed to quotationswest@magalieswater.co.za , on or before the **18 September 2026 12:00**.

6.2 The selection of the qualifying Proposal will be at Magalies Water's sole discretion. Magalies Water does not bind itself to accept any particular bid/proposal, and reserves the right not to appoint the service provider.

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

- 1.1 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, 1996 (Constitution), and further expressed in the various applicable legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.
- 1.2 If a person is 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. DECLARATION ON EMPLOYMENT BY ORGAN OF STATE

- 2.1 Is the bidder, or any of the directors / trustees / shareholders / members / partners of the bidder employed by an organ of state, as defined in section 239 of the Constitution? **YES/NO**
- 2.2 If YES, furnish particulars of the names, individual identity numbers, in the table below:

Full Name	Identity Number	Name of organ of state

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.

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

2.3.1 If so, furnish particulars:

.....

2.4 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**

2.4.1 If so, indicate all companies registered in the CSD in the table below:

Supplier registration number (MAAA)	Status (active/inactive/deleted)

Failure to disclose all CSD-registered active companies linked to all Directors will lead to disqualification.

3 GENERAL DECLARATION

I, ..., the undersigned, 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 to be false.
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor.
- 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.

- 3.5 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.
- 3.6 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.
- 3.7 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, 1998 (Act No. 89 of 1998) and or may be referred to law enforcement agencies for criminal investigation and or may be restricted from conducting business with the state for a period not exceeding 10 years in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004) or any other applicable legislation.

I CERTIFY THAT THE ABOVE IS CORRECT.

I ACCEPT THAT THE PROCURING INSTITUTION MAY REJECT THE BID OR TAKE APPROPRIATE ACTION AGAINST ME IF THIS DECLARATION IS FALSE.

.....

Signature

.....

Date

.....

Designation

.....

Name of bidder