

Request for Proposals (RFP)

The provision of services to develop a financial risk evaluation tool for energy efficiency projects, to the CSIR

RFP No. 975/30/11/2021

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Briefing session	18 November 2021 @ 10:30 to 11:30 (<i>Link on page 10</i>)	
Closing Date	30 November 2021	
Place	tender@csir.co.za	
Enquiries	Strategic Procurement Unit	E-mail: tender@csir.co.za
CSIR business hours	08h00 – 16h30	

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SECTION A – TECHNICAL INFORMATION

1 INTRODUCTION

The Council for Scientific and Industrial Research (CSIR) is one of the leading scientific research and technology development organisations in Africa. In partnership with national and international research and technology institutions, CSIR undertakes directed and multidisciplinary research and technology innovation that contributes to the improvement of the quality of life of South Africans. The CSIR's main site is in Pretoria while it is represented in other provinces of South Africa through regional offices.

2 BACKGROUND

The South African Industrial Energy Efficiency (IEE) Project has been a flagship project of the National Cleaner Production Centre since 2010 and is implemented in partnership with the United Nations Industrial Development Organisation (UNIDO).

The original phase of the project was implemented between 2010-2015 and focused primarily on introducing the key methodologies of Energy Management Systems (EnMS) and Energy Systems Optimization (ESO) as an effective means of improving energy efficiency within South African industry.

The second phase of the project is funded through the Global Environment Facility and the Department of Trade, Industry and Competition (**the dtic**) while other partners include the Department of Mineral Resources and Energy (DMRE) and the South African National Energy Development Institute (SANEDI). The key objective of the IEE project is to promote increased investment through the wide-scale adoption and embedment of the international energy management standard ISO 50001 and ESO, as a means of improving energy efficiency within industrial and selected commercial sectors. This is achieved through:

(i) enhanced institutional frameworks and regulatory environments, (ii) technical and implementation assistance to industry and (iii) multi-level engineer, technician and operator capacity building programmes.

The international award-winning IEE Project has to date assisted more than 450 large and small industrial companies around the country to improve their energy efficiency since 2010 and save approximately R5.3 billion in the process.

There are five key components that comprise the IEE project:

Component 1: Data Quality Improvement to Facilitate Data Rich Industrial Energy Efficiency and Energy Management Policy Implementation

Component 2: Strengthening Policy Implementation and Support Frameworks for EnMS, ESO and Energy Management Standards

Component 3: Mainstreaming EnMS and ESO Training and Skills Development Programmes

Component 4: Investment Promotion in IEE through demonstration of EnMS and ESO and support to access financial mechanisms and incentives for industry and selected commercial sectors

Component 5: EnMS and ESO Awareness, Promotion, Service Demand Generation and Lessons Sharing

The project/assignment that is discussed within the context of this proposal relates directly to Component 4, which aims to facilitate the active and progressive pursuit of enhanced IEE (specifically through the implementation of EnMS and ESO), through increased access to financial mechanisms.

This will be delivered in the form of a financial risk evaluation tool that will essentially assist decision-makers within the industrial and commercial environments to comprehensively assess, evaluate and weigh out financial and other risks associated with the implementation of a potential energy efficiency project. The target audience for the tool will therefore be middle-higher management as well as executive managers and other decision-makers within the respective organizations.

3 INVITATION FOR PROPOSAL

Proposals are hereby invited for the supply of services to develop a comprehensive financial risk evaluation tool for energy efficiency projects, to the CSIR.

4 PROPOSAL SPECIFICATION

All proposals are to be submitted in a format specified in this enquiry (if applicable). However, tenderers are welcome to submit additional / alternative proposals over and above the originally specified format.

PROJECT SCOPE

The NCPC-SA, under the flagship IEE Project is seeking to hire a specialist (in financial project evaluation) to develop a spreadsheet tool that will ultimately assist senior management, decision makers and other relevant industry professionals to evaluate, assess and present the financial viability and risk of energy efficiency projects, based primarily on project cost and resource savings data.

The scope of the project will entail the undertaking of qualitative research, data analysis and the compilation of a financial risk evaluation tool (in MS Excel format) by a service provider who possesses at least 10 years of experience in a senior management or consulting role (in Retail Banking/Industry/Business management) that requires/d evaluating the financial viability of small to extra-large energy efficiency CAPEX projects.

The spreadsheet tool will subsequently also be used by the NCPC-SA to develop an online software tool and the service provider will be expected to provide some technical input and support to the software developer (as detailed within the project activities).

PROJECT ACTIVITIES

QUALITATIVE RESEARCH, DATA ANALYSIS AND COMPILATION OF FINANCIAL TOOL SPREADSHEET

Activity 1: Planning

- **Project planning session with the NCPC-SA (2 hours)**
 - A project planning meeting will be held between the NCPC-SA project manager and the appointed service provider to discuss the scope of work, as well as the timeline for the project with expected milestone and hard stop dates. The information resources to be used for the project will be presented by the service provider, as will the approach and methodology to be used, and any other pertinent information.

Activity 2: Data Collection and Analysis

- **Qualitative Research including interviews and workshops (8 days)**
 - The compiled list of financial metrics and other relevant criteria to be based upon:

- a. Personal experience at senior management/executive level in Retail Banking/IT/Business, who has been responsible for evaluating and approving small to extra-large CAPEX projects.
 - b. Virtual or face-to-face interviews with senior managers at 10 randomly sampled companies (ranging from small to large) to collect the relevant information.
 - c. Content matter desktop research (including global trends and best practices in the field of financial project evaluation).
 - d. Consultation, with subject matter experts at banks and other financial institutions.
- **Compilation of Financial Metrics and Other Relevant Criteria (4 days)**
 - Develop list of financial metrics (based on qualitative research) adapted to the needs of industry but also taking into consideration the needs of Banks and FI's. The following list is indicative (but not exhaustive) of some of the financial metrics that should be considered for inclusion in the spreadsheet:
 - Annual Savings(kWh/annum) or (GJ/annum)
 - Annual Savings (ZAR/annum)
 - Simple Payback Period
 - Return on Investment (ROI)
 - Return on Equity (ROE)
 - Savings to Investment Ratio
 - Project Life Coverage Ratio
 - Annual Debt Service Coverage Ratio (ADSCR)
 - Life Cycle Cost (LCC) -with all costs that contribute to full cost of ownership such as operational costs, maintenance costs, disposal costs etc., highlighted and defined. The possibility of factoring in downtime and possible replacement costs should also be considered.
 - Tonnes CO₂ equivalent mitigated (factors that should be built in as macros will need to be discussed)
 - Internal Rate of Return
 - Modified Internal Rate of Return
 - Financial Internal Rate of Return (FIRR)
 - Performance Ratio (especially for RE projects)
 - Sensitivity Analysis (consider electricity tariffs, feed-in tariffs, fuel costs, taxes, incentives, etc.)
 - Least Cost planning Analysis

- Develop a list of other relevant criteria to be considered in decision-making and included as part of the tool. This should include any other areas which could potentially benefit from the energy efficiency project/s (quantifiable or not). All quantifiable criteria should have formulae built into the spreadsheet.

The list below is not exhaustive and will also be informed by the inherent knowledge and experience of the service provider as well as results emanating from the qualitative study:

- Operational effectiveness
- Safety
- Reliability
- Customer Service Quality
- Enhanced brand image/reputation
- Jobs (account for gender mainstreaming/equality)
- The benefit to the Circular Economy

Activity 3: Development of Financial Risk Evaluation Spreadsheet Tool (10 days)

- Refinement and prioritisation of list of financial metrics and other criteria
- All quantifiable financial metrics and other criteria should have built in formulae and/or macros (with definitions and explanations)
- Establish and document a weighted average method that is representative of the data and information collected -this should form part of a scoring system in the spreadsheet that will return a final score for each potential project, providing guidance on whether it is feasible (financially, environmentally and any other considerations) or not.
- The spreadsheet should have a clean and simplified look and feel.
- If some parameters are not known, the spreadsheet should allow for “back-calculation” and/or give a typical range for input values (that can be selected). This will allow those who have limited information to proceed with the calculations and obtain realistic values.

Activity 4: Providing technical input during Software Development phase (5 days)

The appointed service provider will be expected to work with the Software Developer on bringing the financial risk evaluation tool to life (as and when collaboration is required).

PROJECT DELIVERABLES

- Financial Risk Evaluation Spreadsheet (with necessary and required built-in formulae and macros) in MS Excel. All definitions and reasons for considering the selected indicators must be documented within the spreadsheet.
- Technical input and support during the initial part of the software development phase- this is expected to commence immediately upon delivery of the spreadsheet tool.

5 FUNCTIONAL EVALUATION CRITERIA

- a. The evaluation of the functional / technical detail of the proposal will be based on the following criteria:

	Criteria	Weighting
1	Qualifications, skills, and experience of the technical expert	55%
2	Methodology and approach	20%
3	Project planning	10%
4	Portfolio of evidence (from previous/existing role)	10%
5	Extra credit awarded for unique and value-adding ideas	5%

Minimum required score is **70%**

- b. Proposals with functionality / technical points of less than the pre-determined minimum overall percentage of 70 % and less than 50 % on any of the individual criteria will be eliminated from further evaluation.
- c. Refer to Annexure A for the scoring sheet that will be used to evaluate functionality.

d. ELIMINATION CRITERIA

Proposals will be eliminated under the following conditions:

- Submission after the deadline;

6 NATIONAL TREASURY CENTRAL SUPPLIER DATABASE (CSD) REGISTRATION

Before any negotiations will start with the winning bidder it will be required from the winning bidder to:

- be registered on National Treasury's Central Supplier Database (CSD). Registrations can be completed online at: www.csd.gov.za;
- provide the CSIR of their CSD registration number; and
- provide the CSIR with a certified (SANAS approved) copy of their B-BBEE certificate. If no certificate can be provided, no points will be scored during the evaluation process. (RSA suppliers only)

SECTION B – TERMS AND CONDITIONS

7 VENUE FOR PROPOSAL SUBMISSION

All proposals must be submitted to tender@csir.co.za. The title and the RFP number must be clearly stipulated on the subject.

Mail size is 25MB, send multiple emails when exceeded.

8 TENDER PROGRAMME

The tender program, as currently envisaged, incorporates the following key dates:

- Issue of tender documents: 15 November 2021
- Briefing Session 18 November 2021

https://teams.microsoft.com/l/meetup-join/19%3ameeting_MjM1ZDYxODgtMjU1My00MzM5LTgyNWUtYzQ2MWYyYTk0MjQ1%40thread.v2/0?context=%7b%22Tid%22%3a%222fd3c5d5-ddb2-4ed3-9803-f89675928df4%22%2c%22Oid%22%3a%2243345aa2-74c9-47c5-a11a-8f491f9ce12b%22%7d

- Last date for submission of queries: 25 November 2021
- Closing / submission Date: 30 November 2021
- Estimated contract duration (in months/years) 3 months

9 SUBMISSION OF PROPOSALS

- All proposals are to be submitted electronically to tender@csir.co.za
 - No late proposals will be accepted.
- c. All proposals are to be clearly marked with the RFP number on the subject of the email:
- PART 1:** Technical Proposal: RFP No.: 975/30/11/2021
- PART 2:** Pricing Proposal, B-BBEE and other Mandatory Documentation:
RFP No.: 975/30/11/2021
- d. The CSIR will award the contract to qualified tenderer(s) whose proposal is determined to be the most advantageous to the CSIR, taking into consideration the technical (functional) solution, price and B-BBEE.

10.5 Proposals submitted must be in PDF file formats

10 DEADLINE FOR SUBMISSION

Proposals shall be submitted at the address mentioned above no later than the closing date of 30 November 2021 during CSIR's business hours. The CSIR business hours are between 08h00 and 16h30.

Where a proposal is not received by the CSIR by the due date and stipulated place, it will be regarded as a late tender. Late tenders will not be considered.

11 AWARDING OF TENDERS

- a. Awarding of tenders will be published on the National Treasury e-tender portal or the CSIR's tender website. No regret letters will be sent out.

12 EVALUATION PROCESS

a. Evaluation of proposals

All proposals will be evaluated by an evaluation team for functionality, price and B-BBEE. Based on the results of the evaluation process and upon successful negotiations, the CSIR will approve the awarding of the contract to successful tenderers.

A two-phase evaluation process will be followed.

- The first phase includes evaluation of **elimination** and **functionality criteria**,
- The second phase includes the evaluation of **price** and **B-BBEE** status.

Pricing Proposals will only be considered after functionality phase has been adjudicated and accepted. Only proposals that achieved the specified minimum qualification scores for functionality will be evaluated further using the preference points system.

b. Preference points system

The 80/20 preference point system will be used where 80 points will be dedicated to price and 20 points to B-BBEE status. If all tenders received are more than R50m, the proposal will be cancelled and re-issued.

13 PRICING PROPOSAL

- a. Pricing proposal must be cross-referenced to the sections in the Technical Proposal. Any options offered must be clearly labelled. Separate pricing must be provided for each option offered to ensure that pricing comparisons are clear and unambiguous.
- b. Price needs to be provided in South African Rand (excl. VAT), with details on price elements that are subject to escalation and exchange rate fluctuations clearly indicated.
- c. Price should include additional cost elements such as freight, insurance until acceptance, duty where applicable.
- d. Only firm prices* will be accepted during the tender validity period. Non-firm prices** (including prices subject to rates of exchange variations) will not be considered.

**Firm price is the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax which, in terms of a law or regulation is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;*

***Non-firm price is all prices other than "firm" prices.*

- e. Payment will be according to the CSIR Payment Terms and Conditions.

14 VALIDITY PERIOD OF PROPOSAL

Each **proposal** shall be valid for a minimum period of three (3) months calculated from the closing date.

15 APPOINTMENT OF SERVICE PROVIDER

- a. The contract will be awarded to the tenderer who scores the highest total number of points during the evaluation process, except where the law permits otherwise.
- b. Appointment as a successful service provider shall be subject to the parties agreeing to mutually acceptable contractual terms and conditions. In the event of the parties failing to reach such agreement CSIR reserves the right to appoint an alternative supplier.
- c. Awarding of contracts will be announced on the National Treasury website and no regret letters will be sent to unsuccessful bidders.

16 ENQUIRIES AND CONTACT WITH THE CSIR

Any enquiry regarding this RFP shall be submitted in writing to CSIR at tender@csir.co.za with **“RFP No 975/30/11/2021 - The provision of services to develop a financial risk evaluation tool for energy performance improvement projects to CSIR** as the subject.

Any other contact with CSIR personnel involved in this tender is not permitted during the RFP process other than as required through existing service arrangements or as requested by the CSIR as part of the RFP process.

17 MEDIUM OF COMMUNICATION

All documentation submitted in response to this RFP must be in English.

18 COST OF PROPOSAL

Tenderers are expected to fully acquaint themselves with the conditions, requirements and specifications of this RFP before submitting proposals. Each tenderer assumes all risks for resource commitment and expenses, direct or indirect, of proposal preparation and participation throughout the RFP process. The CSIR is not responsible directly or indirectly for any costs incurred by tenderers.

19 CORRECTNESS OF RESPONSES

- a. The tenderer must confirm satisfaction regarding the correctness and validity of their proposal and that all prices and rates quoted cover all the work/items specified in the RFP. The prices and rates quoted must cover all obligations under any resulting contract.
- b. The tenderer accepts that any mistakes regarding prices and calculations will be at their own risk.

20 VERIFICATION OF DOCUMENTS

- a. Tenderers should check the numbers of the pages to satisfy themselves that none are missing or duplicated. No liability will be accepted by the CSIR in regard to anything arising from the fact that pages are missing or duplicated.
- b. One electronic copy (email only) of each proposal (Technical and Financial) must be submitted
- c. Pricing schedule and B-BBEE credentials should be submitted with the proposal, but as a separate document and no such information should be available in the technical proposal.
- d. If a courier service company is being used for delivery of the proposal document, the RFP description must be endorsed on the delivery note/courier packaging to ensure that documents are delivered to the tender box, by the stipulated due date.

21 SUB-CONTRACTING

- a. A tenderer will not be awarded points for B-BBEE status level if it is indicated in the tender documents that such a tenderer intends sub-contracting more than **25%** of the value of the contract to any other enterprise that does not qualify for at least the points that such a tenderer qualifies for, unless the intended sub-contractor is an exempted micro enterprise that has the capability and ability to execute the sub-contract.

- b. A tenderer awarded a contract may not sub-contract more than **25%** of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level than the person concerned, unless the contract is sub-contracted to an exempted micro enterprise that has the capability and ability to execute the sub-contract.

22 ENGAGEMENT OF CONSULTANTS

The consultants will only be remunerated at the rates:

- a. Determined in the "Guideline for fees", issued by the South African Institute of Chartered Accountants (SAICA); or
- b. Set out in the "Guide on Hourly Fee Rates for Consultants", by the Department of Public Service and Administration (DPSA); or
- c. Prescribed by the body - regulating the profession of the consultant.

23 TRAVEL EXPENSES

- a. All travel expenses for the CSIR's account, be it directly via the CSIR's travel agent or indirectly via re-imburements, must be in line with the CSIR's travel policy. The following will apply:
 - i. Only economy class tickets will be used.
 - ii. A maximum of R1400 per night for accommodation, dinner, breakfast and parking will be allowed.
 - iii. No car rentals of more than a Group B will be accommodated.

24 ADDITIONAL TERMS AND CONDITIONS

- a. A tenderer shall not assume that information and/or documents supplied to CSIR, at any time prior to this request, are still available to CSIR, and shall consequently not make any reference to such information document in its response to this request.
- b. Copies of any affiliations, memberships and/or accreditations that support your submission must be included in the tender.
- c. In case of proposal from a joint venture, the following must be submitted together with the proposal:
 - Joint venture Agreement including split of work signed by both parties;

- The original or certified copy of the B-BBEE certificate of the joint venture;
 - The Tax Clearance Certificate of each joint venture member;
 - Proof of ownership/shareholder certificates/copies; and
 - Company registration certificates.
- d. An omission to disclose material information, a factual inaccuracy, and/or a misrepresentation of fact may result in the disqualification of a tender, or cancellation of any subsequent contract.
 - e. Failure to comply with any of the terms and conditions as set out in this document will invalidate the Proposal.

25 CSIR RESERVES THE RIGHT TO

- a. Extend the closing date;
- b. Verify any information contained in a proposal;
- c. Request documentary proof regarding any tendering issue;
- d. Give preference to locally manufactured goods;
- e. Appoint one or more service providers, separately or jointly (whether or not they submitted a joint proposal);
- f. Award this RFP as a whole or in part;
- g. Cancel or withdraw this RFP as a whole or in part.

26 DISCLAIMER

This RFP is a request for proposals only and not an offer document. Answers to this RFP must not be construed as acceptance of an offer or imply the existence of a contract between the parties. By submission of its proposal, tenderers shall be deemed to have satisfied themselves with and to have accepted all Terms & Conditions of this RFP. The CSIR makes no representation, warranty, assurance, guarantee or endorsements to tenderer concerning the RFP, whether with regard to its accuracy, completeness or otherwise and the CSIR shall have no liability towards the tenderer or any other party in connection therewith.

DECLARATION BY TENDERER

Only tenderers who completed the declaration below will be considered for evaluation.

RFP No:

I hereby undertake to render services described in the attached tendering documents to CSIR in accordance with the requirements and task directives / proposal specifications stipulated in RFP No..... at the price/s quoted. My offer/s remains binding upon me and open for acceptance by the CSIR during the validity period indicated and calculated from the closing date of the proposal.

I confirm that I am satisfied with regards to the correctness and validity of my proposal; that the price(s) and rate(s) quoted cover all the services specified in the proposal documents; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.

I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me under this proposal as the principal liable for the due fulfilment of this proposal.

I declare that I have no participation in any collusive practices with any tenderer or any other person regarding this or any other proposal.

I accept that the CSIR may take appropriate actions, deemed necessary, should there be a conflict of interest or if this declaration proves to be false.

I confirm that I am duly authorised to sign this proposal.

NAME (PRINT)
CAPACITY
SIGNATURE
NAME OF FIRM
DATE

WITNESSES	
1
2
DATE:	

27 ANNEXURE A

FUNCTIONAL EVALUATION CRITERIA SCORING GUIDE

Criteria and Percentage Allocation	Specific Description of Criterion	Key Aspects of Criterion	Points
Qualifications, skills and experience of technical expert 55%	Qualifications: (15%) <ul style="list-style-type: none"> Technical expert must have a minimum of Bachelors degree/ National Diploma in Engineering, Environment, Natural Science, Finance, Business Administration or Economics. Additional courses/knowledge and/or certifications in Energy, Resource Efficiency and/or Sustainability, MS Excel, Research Techniques and Methodologies etc. Copies of all degree and course attendance certificates must be attached to the proposal.	PhD and/or Masters degree in Engineering, Environment, Natural Science, Finance, Business Administration or Economics AND;	10
		2 or more of the following and/or similar: CEM, CMVP, REP, CEA, UNIDO Expert in any ESO discipline, EnMS expert, RECP Expert	
		Bachelors degree in Engineering, Environment, Natural Science, Finance, Business Administration or Economics AND;	
	Skills (20%) Technical Expert must possess good research skills and be adequately skilled in MS Excel(good-excellent) Provide details of research projects previously undertaken	any 1 or more of the following and/or similar: CEM, CMVP, REP, CEA, UNIDO Expert in any ESO discipline, EnMS expert, RECP Expert	10
		No Bachelor's Degree/National Diploma with no additional qualifications or courses in energy, resource efficiency and/or sustainability	
		Highly skilled at research (quantitative and/or qualitative)- evidence of past research studies to be provided	
		Highly proficient in MS Excel, having developed detailed analysis and spreadsheet tools with built-in macros, mathematical formulas, conditional formatting, pivot tables	
	Experience (20%) Technical expert - number of years of practical experience in a Senior Retail Banking/IT/Business management or executive role. Brief CV must be attached to the technical proposal as proof.	Good research skills (quantitative and/or qualitative)- evidence of past research studies to be provided	10
		Adequately skilled in MS Excel, having developed detailed analysis and spreadsheet tools with built-in macros, mathematical formulas, conditional formatting, pivot tables	
		Little to no research previously undertaken	
Basic proficiency in MS Excel			
11-15 years practical working experience in key industries/retail banking/IT or Business Management; specifically with evaluating financial viability of CAPEX projects (including demand reduction and energy efficiency)			
Approach & Methodology 20%	Proposed Methodology detailing the approach on the provision of the required service	5-10 years practical working experience in key industries/retail banking/IT or Business Management; specifically with evaluating financial viability of CAPEX projects (including demand reduction and energy efficiency)	5
		1-4 years of practical working experience in key industries/retail banking/IT or Business Management; with little to no experience in evaluating financial viability of CAPEX projects	1
		Methodology and sequencing of all activities (why, when, where, what and how will they be achieved) and description of approach to ensure interim and final deliverables are met. Will fit in and completely align with the project plan	10
Project Planning 10%	Clear project plan with accurate scoping and key milestones (explaining how the project will be conducted) Project Plan should have the following:	Methodology and approach are detailed with description of all activities, milestones and deliverables.	5
		Little to no details on approach or methodology. No clear plan of activities or description of how deliverables will be met	1
		Project Plan provided and scope includes all activities (Gant chart with clear project milestones, realistic timeframes aligned with budgeted man-days) Detailed risk mitigation plan included	10

Criteria and Percentage Allocation	Specific Description of Criterion	Key Aspects of Criterion	Points
	<ul style="list-style-type: none"> Project implementation timeline with all activities to be implemented, milestones and hard-stop dates for interim and final deliverables. Risk mitigation plan 	<p>Project Plan provided with sufficient detail on scope and activities (Gant chart with project milestones, timeframes given)</p> <p>Risk mitigation plan included</p>	5
		<p>Some detail on activities but no project plan provided</p> <p>No risk mitigation plan</p>	1
Portfolio of evidence 10%	Portfolio of evidence for financially viable projects that were critically evaluated	Portfolio attached with proof of more than 10 projects critically evaluated for financial viability and consideration of other relevant criteria	10
		Portfolio attached with proof of 5-10 projects critically evaluated for financial viability and consideration of other relevant criteria	5
		No portfolio attached and/or very limited experience with financial evaluation of CAPEX projects- 4 projects and under	1
Extra credit awarded for unique ideas 5%	Extra credit for unique idea/s that meet and exceed the stipulated deliverables	Detailed account of uniquely packaged ideas that offer additional value to the target audience whilst remaining firmly within the project scoping framework.	10
		Additional ideas provided but not a lot of detail provided	5
		No additional or unique ideas presented as part of proposal	1