Request for Proposals (RFP)

The provision of services for the development of a Business and Marketing Plan 2019-2024 for NEPAD SANBio

RFP No. 859/22/01/2019

<table>
<thead>
<tr>
<th>Date of Issue</th>
<th>Thursday, 20 December 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closing Date</td>
<td>Tuesday, 22 January 2019</td>
</tr>
<tr>
<td>Place</td>
<td>Tender box, CSIR Main Reception, Gate 3 (North Gate)</td>
</tr>
<tr>
<td>Enquiries</td>
<td>Strategic Procurement Unit</td>
</tr>
<tr>
<td>CSIR business hours</td>
<td>08h00 – 16h30</td>
</tr>
<tr>
<td>Category</td>
<td>Professional Services</td>
</tr>
</tbody>
</table>
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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. The Southern Africa Network for Biosciences (SANBio) is a NEPAD Agency Centre of Excellence on Health and Nutrition, which was formed to implement the Science, Technology and Innovation Strategy for Africa (STISA-2024 - a 10-year strategy which is part of the long-term African Union Agenda 2063). The SANBio Business Plan 2013-18 was approved and endorsed by member countries in June 2014, Maputo, Mozambique, to commence official implementation. Since then several activities have been conducted.

The SANBio Secretariat is hosted and managed by the CSIR and governed through a regional Steering committee representing the key stakeholders. The strategic objective of SANBio is to facilitate innovation in support of the development of a knowledge economy in Southern Africa to produce marketable products, generation of knowledge and policies, enhanced skills of individuals, stronger institutions and increased collaboration. All this is in accordance with the regional and continental STI frameworks including the Industry 4.0, STISA 2024, SADC Industrialisation Strategy and other national policies.

The primary objectives of SANBio are as follows:

I. Focus on practical, development-oriented research
II. Boost Southern African biosciences research capacity
III. Pursue sustainable programme support
IV. Strengthen the network and networking
V. Demonstrate results and impacts
2 BACKGROUND

The objective for developing the SANBio Business Plan 2019-2024 is to provide the operational system/structure. Specifically, the Business Plan will:

i. Determine the extent to which SANBio has effectively implemented the various components of the Business Plan 2013-2018 and recommend changes/improvements in order to strengthen alignment with relevant regional and continental Science, Technology and Innovation frameworks;

ii. Formulate recommendations to improve performance and strengthen results-based management for the next 5 year plan; and

iii. Strengthen organizational learning by sharing lessons learnt and good practices that emerged from evaluating the findings.

iv. Define SANBio organizational management structure and skill sets available and identify the gaps

v. Define the comparative advantage of the SANBio network to attract stakeholders and funders from the SANBio countries

vi. Define the market and potential customers of the network

vii. Describe the business model, including marketing and communication strategy

viii. Work out the appropriate costing and funding models, including a portion for the core funding

ix. Define the status of SANBio as a Centre of Excellence (autonomous, semi-government, inter-governmental) that enables it to realize the SANBio vision and mission

This tender seeks to acquire the services of a consultant who will be required to provide an analysis of the present scenario and develop a detailed business, costing and marketing plan that is expected to provide the overall direction of the SANBio operations making it sustainable, efficient and growth orientated in the long run. The plan should be time bound and show clear achievable targets within defined timeframes.

3 INVITATION FOR PROPOSAL

Proposals are hereby invited for the provision of services to the CSIR for the development of a business and marketing plan for the NEPAD SANBio programme 2019-2024. The business plan is to have the following sections:
1. Executive Summary
2. Background Situational analysis (Global context, African context, SADC regional context)
3. Business Model
4. Network Governance
5. Financial and Implementation Frameworks (Implementation frameworks, Monitoring and Evaluation, Communication and Dissemination)

4 PROPOSAL SPECIFICATION

All proposals are to be submitted in the consultants own format but must include the specific requirements requested in the proposal.

4.1 Documents to be submitted

The Consultant should submit the following documents:

- Curriculum Vitae of the lead consultant or team (max 2 CVs), highlighting the key experience relevant to this assignment;
- Letters of references with contact numbers of previous related assignments and brief reports demonstrating tangible outcomes and results and list of clients and contactable references for past three years;
- A technical proposal: Consultant’s draft implementation plan indicating how he/she will carry out the assignment with timelines and deliverables.
- A separate financial proposal for the Consultancy fee indicated as a fee rate per working day (in ZAR); and estimated amounts of consulting days for the consultant in line with the deliverables on the proposed workplan.

4.2 Documents to be consulted

The Consultant should familiarize him/herself with the following documents:

i. SANBio Business Plan 2013-2018
ii. BioFISA Programme Annual Reports
iii. SANBio Annual Report 2013/14
iv. SANBio Annual Report 2014/15
v. SANBio Annual Report 2016/17
vi. STISA 2024 document  
vii. SADC RISDP

4.3 Scope and deliverables of the services

The expected deliverables of the assignment will be:
1) Report of the SANBio Business Plan 2013-18 Progress review,
2) Complete business and marketing plan, clearly detailing the tasks and responsibilities of each of the actors in the system,
3) Financial & operational model,
4) Plan for measuring performance and impact in the system.

4.4 Consultancy days

The assignment is short-term based for the duration of 40 working days during February and March 2019. The consultant will have to consult key stakeholders of NEPAD SANBio and conduct site visits and interviews with key informants and/or focus groups including a selection of nodes and projects.

An estimate of travel costs should be provided in the financial proposal, in order for the CSIR to estimate costs of travel. A service level agreement will be signed with the service provider before the commencement of the assignment.

The assignment must be completed within 40 working days from start date, time based on an individual consultant, however the consultancy can be an individual or company.

During the fieldwork the consultant will be working closely with NEPAD SANBio Secretariat staff. The SANBio Steering Committee will review, comment and approve the final business and marketing plan.
A tentative work plan is indicated in Table 1:

**Table 1: Deliverable and schedule for assignment**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Work Days</th>
<th>Commencement Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparatory activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1. Preparatory activities</strong></td>
<td>5 days</td>
<td>February 2019</td>
<td>February 2019</td>
</tr>
<tr>
<td>1.1 Review all relevant project documents and materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Consultation with SANBio, NEPAD, SADC, CSIR and other stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Situational analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Situational analysis</strong></td>
<td>7 days</td>
<td>February 2019</td>
<td>February 2019</td>
</tr>
<tr>
<td>2.1 Site visits and interviews with key informants and/or focus groups including a selection of nodes and projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Teleconferencing with regional nodes, projects and other institutions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 Data analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The consulting days includes 2 travel days.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultation meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. Consultation meeting with key stakeholders</strong></td>
<td>8 days</td>
<td>February 2019</td>
<td>February 2019</td>
</tr>
<tr>
<td>3.1 Draft first report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2 Presentation of the first draft, in a workshop mode, to the audience of SANBio and other relevant stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3 Recording of inputs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business plan compilation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Deliverable

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Work Days</th>
<th>Commencement Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business plan compilation and review</strong></td>
<td>10 days</td>
<td>March 2019</td>
<td>March 2019</td>
</tr>
<tr>
<td>4.1 Writing the plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The plan is written as per format provided and given to SANBio consultation group for comments and modifications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Writing and editing report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Incorporating comments and modifications from partners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Finalizing business and marketing plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3 Presentation of first draft to the SANBio consultation group, obtain feedback and make modifications.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final compilation and validation by SANBio stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. <strong>Final compilation and validation by SANBio stakeholders</strong></td>
<td>10 days</td>
<td>March 2019</td>
<td>March 2019</td>
</tr>
<tr>
<td>5.1 Presentation of the second draft, in a workshop mode, to the audience of SANBio and other relevant stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Recording of feedback and making the necessary changes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2 Final business and marketing plan submitted to SANBio for type setting and printing.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### 4.5 Requirements of the consultant

**4.5.1 Minimum requirements for the Consultant:**

The consultant is expected to have the following experience:

- Working with regional or national bioscience institutions
- Analysing sets of services provided by network institutions
- Analysing market preferably for bioscience products
- Providing cost analysis, projections and cost/benefit analysis of network institutions
- Analysing skill sets and organizational structures required of different groups of functionaries in a multi-dimensional set-up preferably in a health and nutrition higher education/industry set-up
• Analysing national and regional strategies, policies and priorities for health sector in the SADC and African context
• Developing marketing strategy preferably for biosciences product and services offerings
• Writing business plan preferably for network establishments

The consultant's qualifications:
• Postgraduate training in relevant science, developmental studies or relevant fields (Brief CVs of key team members to be provided)
• At least 5 years’ experience in reviewing Science Technology and Innovation programmes

4.5.2 Additional attributes and experience required:
• Excellent reporting and presentation skills (in English)
• Excellent multi-cultural skills and working with diverse cultural and skills background
• Ability to work within a tight time frame and meet deadlines
• Excellent collaboration and networking skills;
5 FUNCTIONAL EVALUATION CRITERIA

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

<table>
<thead>
<tr>
<th>No</th>
<th>Functionality criteria</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Track Record of consultant</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>References of previous related assignments</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Draft Implementation Plan of the assignment (Technical, operational, coordination and reporting)</td>
<td>30</td>
</tr>
<tr>
<td>4</td>
<td>Business plan experience for multi-stakeholder and networked institutions</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Analysis of networks, inter institutional collaboration, organisational capability and ecosystem management</td>
<td>10</td>
</tr>
<tr>
<td>6</td>
<td>Regional innovation policy experience related to health and nutrition in Sub Saharan Africa</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>Regional fund management or innovation fund instrument experience</td>
<td>10</td>
</tr>
<tr>
<td>8</td>
<td>Bioscience market experience</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

5.2 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.

5.3 Refer to Annexure A for the scoring sheet that will be used to evaluate functionality.

6 ELIMINATION CRITERIA

Proposals will be eliminated under the following conditions:

- Submission after the deadline;
- If the lead consultant does not hold a Bachelors university degree in project management, business, development or any relevant discipline; and
- Proposals submitted at incorrect location or email address.
7 NATIONAL TREASURY CENTRAL SUPPLIER DATABASE 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;
- provide the CSIR with a certified copy of their B-BBEE certificate. If no certificate can be provided, no points will be scored during the evaluation process. (Applicable to South African suppliers only);
- provide a valid SARS Tax Clearance certificate or Tax clearance from the relevant tax authority if not South African.
SECTION B – TERMS AND CONDITIONS

8 PROPOSAL SUBMISSION

All proposals must be submitted at:

- **CSIR GATE 03 - Main Reception Area** (in the **Tender box**) at the following address
  
  Council for Scientific and Industrial Research (CSIR)
  
  Meiring Naudé Road
  
  Brummeria
  
  Pretoria

Alternatively, proposals can be submitted electronically via email at tender@csir.co.za (*Please use RFP number as subject reference*).

9 TENDER PROGRAMME

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

- Issue of tender documents: 20 December 2018
- Closing / submission Date: 22 January 2019
- Estimate appointment date of successful tenderer: 4 February 2019
- Estimated contract duration (in months/years) 2 months

10 SUBMISSION OF PROPOSALS

10.1 All proposals are to be sealed. No open proposals will be accepted.

10.2 All proposals are to be clearly marked with the RFP number and the name of the tenderer on the outside of the main package. Proposals must consist of two parts, each of which is placed in a separate sealed package clearly marked:

  **PART 1**: Technical Proposal: RFP No.: 859/22/01/2019..

  **PART 2**: Pricing Proposal, B-BBEE and other Mandatory Documentation:

  RFP No.: 859/22/01/2019.

10.3 Proposals submitted by companies must be signed by a person or persons duly authorised.
10.4 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.

11 DEADLINE FOR SUBMISSION

Proposals shall be submitted at the address mentioned above no later than the closing date of Tuesday, 22 January 2019 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.

12 AWARDING OF TENDERS

12.1 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.

13 EVALUATION PROCESS

13.1 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.

13.2 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.
14 PRICING PROPOSAL

14.1 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.

14.2 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.

14.3 Price should include additional cost elements such as freight, insurance until acceptance, duty where applicable.

14.4 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.

14.5 Payment will be according to the CSIR Payment Terms and Conditions.

15 VALIDITY PERIOD OF PROPOSAL

Each proposal shall be valid for a minimum period of three (3) months calculated from the closing date.
16 APPOINTMENT OF SERVICE PROVIDER

16.1 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.

16.2 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.

16.3 Awarding of contracts will be announced on the National Treasury website and no regret letters will be sent to unsuccessful bidders.

17 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 859/22/01/2019 – “Development of a business and marketing plan 2019-2024 for NEPAD SANBio.” 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.

18 MEDIUM OF COMMUNICATION

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

19 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.
20 CORRECTNESS OF RESPONSES

20.1 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.

20.2 The tenderer accepts that any mistakes regarding prices and calculations will be at their own risk.

21 VERIFICATION OF DOCUMENTS

21.1 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.

21.2 One hard copy and one electronic copy (CD or USB memory key) of each proposal must be submitted. In the event of a contradiction between the submitted copies, the hard copy shall take precedence.

21.3 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.

21.4 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.

22 SUB-CONTRACTING

22.1 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.

22.2 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.
23 ENGAGEMENT OF CONSULTANTS

The consultants will only be remunerated at the rates:

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

24 TRAVEL EXPENSES

24.1 All travel expenses for the CSIR’s account, be it directly via the CSIR’s travel agent or indirectly via re-imbursements, must be in line with the CSIR’s travel policy. The following will apply:
24.1.1 Only economy class tickets will be used.
24.1.2 A maximum of R1300 per night for accommodation, dinner, breakfast and parking will be allowed.
24.1.3 No car rentals of more than a Group B will be accommodated.

25 ADDITIONAL TERMS AND CONDITIONS

25.1 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.
25.2 Copies of any affiliations, memberships and/or accreditations that support your submission must be included in the tender.
25.3 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
25.4 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.

25.5 Failure to comply with any of the terms and conditions as set out in this document will invalidate the Proposal.

26 CSIR RESERVES THE RIGHT TO

26.1 Extend the closing date;
26.2 Verify any information contained in a proposal;
26.3 Request documentary proof regarding any tendering issue;
26.4 Give preference to locally manufactured goods;
26.5 Appoint one or more service providers, separately or jointly (whether or not they submitted a joint proposal);
26.6 Award this RFP as a whole or in part;
26.7 Cancel or withdraw this RFP as a whole or in part.

27 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: 859/22/01/2019

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: ………………………………
## ANNEXURE A: Scoring sheet

<table>
<thead>
<tr>
<th>Submission</th>
<th>Score description</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 1: Track record of consultant</td>
<td>Competency demonstrated in situational analysis and business plan preparation</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>0 = No competence demonstrated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = Completion of 1-2 relevant assignments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 = Completion of 3-4 relevant assignments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10 = Completed 5 or more relevant assignments</td>
<td></td>
</tr>
<tr>
<td>Item 2: References of previous related assignments</td>
<td>Signed written references have to be provided</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>0 = No written References</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = 3 written References</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 = 4 written References</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10 = 5 or more written References</td>
<td></td>
</tr>
<tr>
<td>Item 3: Draft implementation Plan of the assignment (Technical, operational, coordination and reporting)</td>
<td>Comprehensive quality implementation plan</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>0 = No Implementation Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = Plan is of poor quality, addresses only two aspects of the assignment.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 = Plan is of average quality, only address three out of the five aspects related to assignment.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10 = Feasible plan with balance of practical, innovative approaches and quality intervention; addresses all five aspects adequately.</td>
<td></td>
</tr>
<tr>
<td>Item 4: Business plan experience for multi-stakeholder and networked institutions</td>
<td>Business plan experience formulation for networked institutions</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>0 = No prior experience</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = Has provided services for one client or assignment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 = Has provided services for two clients</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10 = Has provided services for three or more clients</td>
<td></td>
</tr>
<tr>
<td>Item 5: Analysis of networks, inter institutional collaboration, organisational capability and ecosystem management</td>
<td>Analysis of networks, inter institutional collaboration, organisational capability</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>0 = No prior analysis of ecosystem and networks or linkages or capability</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = Analysis of one network or in one country in previous assignments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 = Analysis of two networks or bilateral countries in previous assignments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>10 = Analysis of three or more networks in multi-country regional settings in previous assignments</td>
<td></td>
</tr>
<tr>
<td>Item 6: Regional innovation policy experience</td>
<td>Regional innovation policy experience</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>0 = No innovation experience</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = Experience in general innovation policy at institutional level</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7 = Experience in innovation policy at regional level</td>
<td></td>
</tr>
<tr>
<td>health and nutrition</td>
<td>10 = Experience in innovation policy at regional level in health and nutrition</td>
<td></td>
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<td>------------------------------------------------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td><strong>Item 7: Regional fund management or innovation fund instrument experience</strong></td>
<td><strong>Fund management /innovation fund experience</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0= No exposure or experience to fund management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = Limited exposure or experience to fund management or innovation fund instrument for one year</td>
<td></td>
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<tr>
<td></td>
<td>7 = Exposure or experience to fund management or innovation fund instrument for three years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6 = Exposure or experience to fund management or innovation fund instrument for five years or more</td>
<td></td>
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<tr>
<td></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td><strong>Item 8: Bioscience market experience</strong></td>
<td><strong>Bioscience market experience</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0= No exposure or experience in bioscience market</td>
<td></td>
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<tr>
<td></td>
<td>5 = Limited exposure or experience to bioscience market for one year</td>
<td></td>
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<tr>
<td></td>
<td>7 = Exposure or experience to bioscience market for three years</td>
<td></td>
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<tr>
<td></td>
<td>10 = Exposure or experience to bioscience market five years or more</td>
<td></td>
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<td></td>
<td>10</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>100</td>
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