

## Request for Proposals (RFP)

**The development of a business case and mobilisation of investment for the proposed establishment of the CSIR’s “Gateway to Science Innovation” Centre**

**RFP No.: 3227/25/09/2018**

Date of Issue	Wednesday, 05 September 2018	
Compulsory Briefing Session	Wednesday, 12 September 2018 <b>Venue:</b> CSIR Meiring Naude Road, Brummeria, Pretoria. Building 23, Synapse Executive Boardroom. <b>Time:</b> 11h00 to 13h30	
Closing Date	Tuesday, 25 September 2018	
Place	Tender box, CSIR Main Reception, Gate 3 ( North Gate)	
Enquiries	Strategic Procurement Unit	E-mail: <a href="mailto:tender@csir.co.za">tender@csir.co.za</a>
CSIR business hours	08h00 – 16h30	
Category	Professional Services	

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## SECTION A – TECHNICAL INFORMATION

### 1 INTRODUCTION

The Council for Scientific and Industrial Research, commonly known as the CSIR, is a world-class African research and development organisation established through an Act of Parliament in 1945. Its executive authority is the Minister of Science and Technology. The CSIR undertakes directed, multidisciplinary research and technological innovation that contributes to the improved quality of the life of South Africans.

The CSIR draws expertise from diverse research fields to provide integrated solutions and interventions to support a broad range of national development programmes, as set out in the National Development Plan. The CSIR's national footprint is testament to its commitment to serving diverse communities and sectors, with the CSIR's main campus located in Pretoria and regional offices in Durban, Johannesburg and Stellenbosch – in proximity to applicable industries across the country.

Impact is at the core of the CSIR's business, with the following objectives aimed at ensuring that it delivers on its mandate:

1. Build and transform human capital – the CSIR is an important part of the National System of Innovation and contributes to the national imperative to develop human capital and to the ongoing transformation of our society through the development and training of our scientific base.
2. Conduct high-quality and relevant research and technological innovation to foster scientific and industrial development – The CSIR identifies and invests in various areas of research to enable the translation of CSIR research into solid scientific outputs, such as publications, technology demonstrators and intellectual property. The organisation selects and implements a range of research and development programmes, in collaboration with various stakeholders, to identify opportunities to support new industries and improve the efficiency and competitiveness of existing industries.
3. Financial sustainability and governance - Financial sustainability and a sound track record of governance are imperative to the success of the organisation in the long term.

## 2 BACKGROUND

The CSIR is currently developing its organisational strategy with emphasis on industrial development, where the thrust of the organisation is to build on its research and development base to drive innovation to improve South Africa's industrial competitiveness, particularly in the advent of the Fourth Industrial Revolution.

Further, the CSIR Board has approved a Campus Master Plan (CMP) which sets out a long term vision for development of the CSIR's campus in support of its mandate. The CMP guides the long-term development of the CSIR's physical environment and includes a number of infrastructure renewal and development projects that have been recommended for funding in the short to medium term.

One of the flagship projects under the CMP is the establishment of a centre to act as the "Gateway to Science and Innovation" (the Centre). The Centre is intended to be a national facility that provides a platform to improve and strengthen engagement with relevant stakeholders in the STI community to foster innovation and economic growth.

The Centre is intended to meet the following objectives:

- Improve public understanding and awareness of STI through the showcasing of South African science, engineering and technology (SET) achievements and technologies, eg. by exhibiting the work of the CSIR and other research institutions. This could facilitate identification of potential research and development (R&D) collaboration partners, investors, licensees, and highlight both the technical capabilities and R&D infrastructure that could be accessed by both the public and private sectors.
- Given the scarcity of resources, the Centre could accommodate shared laboratory space accessible to the entire STI community, opening up opportunities for open innovation and co-creation of solutions.
- Serve as the arrival point / reception for visitors to the CSIR, acting as the "public face" of the larger STI precinct developed to support the country's economy. The Centre is therefore to be developed in partnership with other local and/or international key public and private sector stakeholders in SET.
- Build and contribute towards a thriving ecosystem that supports innovation and entrepreneurship, and technology transfer.

- Serves as a platform for cooperation between R&D institutions, academia and industry to stimulate more porous knowledge and technology flows, foster innovation and drive industrial development.

The CSIR commissioned a pre-feasibility study that included a comparative analysis of similar centres and models, defined high level strategic objectives and tested the financial viability of the Centre.

The envisaged outcomes from the successful implementation of the Centre are:

- Increased translation of CSIR's and partner R&D institutions' technological outputs into products and services for the market;
- Increased number of new start-ups and industry partners commercialising public sector technologies;
- Increased number of high-tech jobs created through technology transfer;
- Prolific awareness and enhanced profile of South African SET activities and infrastructure
- Increased investment in R&D by the private sector, and
- A thriving SA economy.

The CSIR now wishes to appoint a service provider to develop a solid Business Case with a 10 year financial model, the economics of which will aid in decision-making with respect to pursuing the initiative.

### **3 INVITATION FOR PROPOSALS**

The CSIR is seeking the services of a qualified and experienced business planning and fundraising service provider to build a compelling business case, verifying the relevance, viability and sustainability of the Centre, and to secure investment for its development.

The successful bidder will also be required to identify and secure key stakeholders with whom the CSIR could partner in such an initiative.

Proposals are hereby invited from bidders to provide the following services:

- Develop the associated business case and sustainable financial model;
- Develop an Implementation Plan for the Centre which includes an Funding and financing strategy and fundraising plan;

- Identify and secure partners whose mandates align with that of the CSIR and the Centre and who have the resources to invest in, and sustain operations of the Centre; and
- Mobilise and secure investment for the development.

## **4 PROPOSAL SPECIFICATION**

The RFP specifications are detailed below and the evaluation process will be based on the criteria set out in section 5 (evaluation process and criteria). All proposals are to be submitted in a format specified in this document (as applicable).

### **4.1 SCOPE OF WORK**

The successful bidder will be required to provide the following services as a minimum:

#### **4.1.1 Project plan and inception report**

- Prepare a project management plan with timelines, phases, milestones and resource requirements clearly indicated. A high-level project plan must be submitted as part of the RFP and updated once the project has been initiated.
- Once the successful bidder has engaged with the CSIR team to fine-tune expectations and reviewed the background documentation and prefeasibility report, an inception report must be drafted by the bidder detailing the overall approach, methodology, expected timeframes and deliverables in each phase of the project. The inception report will serve as a discussion document and will be the basis upon which the project will proceed.

#### **4.1.2 Business Case development**

##### **4.1.2.1 Review of pre-feasibility study to address the following:**

- Verify the identified strategic objectives, challenges and gaps and validate the relevance of the proposed model.
- Conduct an environmental scan, review of key trends (PEST) for key political, economic, social and technological trends that could have an impact on the Centre, and a SWOT Analysis.
- Review the market and comparative analysis of the Centre particularly with respect to existing science centres, parks and incubators to ensure that the Centre does not duplicate existing offerings. This should lead to development of a value proposition for

the Centre as a niche innovation platform within the South African national system of innovation.

- A detailed assessment of the technical and economic feasibility of the proposed project in addressing the identified strategic objectives and challenges.

#### **4.1.2.2 Stakeholder consultations and engagement**

- Conduct stakeholder consultations, including in-person interviews and workshops to facilitate open dialogue and engagement.
- Engage with the business and academic communities to solicit buy-in and inputs for development of the Centre.
- Incorporate findings into the business case and implementation plan.

#### **4.1.2.3 Develop a comprehensive business case which outlines at a minimum:**

- The purpose (vision and mission) and mandate of the Centre.
- Proposed operating, revenue and financial (including sensitivity analysis) models/scenarios.
- Recommended programmes, focus areas, activities and exhibits.
- Optimal size, configuration and service offerings.
- Cost/benefit analysis for establishment of the Centre.
- Risks and mitigation actions.
- Operating and capital requirements.
- Roles and responsibilities of various stakeholders, including the Department of Science and Technology and the CSIR.

#### **4.1.2.4 Implementation, Financing Strategy and Fundraising Plan**

- Identify innovative **financing solutions** and strategies, considering the CSIR's and state's limited financial resources for infrastructure development. This includes identification of possible revenue streams, available grants, donors, benefactors, patrons, etc.
- **Soft market testing** to gauge investor / funder appetite and provide recommendations of shortlisted prospective funders/financiers/donors to approach.
- Determine realistic capital raising goals and state how much capital can realistically be raised for each option and in what duration of time.

- Develop the Financing Strategy and a Fundraising plan with potential investors to engage with.
- Make recommendations on key next steps and actions necessary to secure project financing and implementation.
- Present business case, implementation and fundraising plans to CSIR Executive Management Committee.

#### **4.1.2.5 Execute the capital fundraising plan**

Upon approval of the fundraising plan, the bidder shall be required to execute the fundraising campaign aimed at both the start-up phase and future sustainability of the Centre. This may include writing and submission of funding proposals according to the requirements of the appropriate funding authority, applications to prospective funders, and assisting with deal structuring and execution of the financing option.

**Based on the pre-feasibility study, the capital investment required is anticipated to be ~R100-R270 million.**

**This component will only be initiated, once the Business case and Funding and Financing Strategy has been approved. The bidder must indicate a realistic timeframe to execute the Plan.**

## **4.2 EXPECTED DELIVERABLES**

The successful bidder is expected to deliver the following:

### **4.2.1 Project Inception Report**

The inception report is an interim deliverable that is expected to be completed in two weeks from the date of appointment of the Bidder. This project is intended to build on the work already completed by the CSIR.

### **4.2.2 Business Case and associated business/financial models**

### **4.2.3 Implementation Plan including the Financing Strategy and fundraising plan**

### **4.2.4 Report on stakeholder engagement**

### **4.2.5 Secured funds from capital raising campaign**



**Note: The reports must be presented in appropriate electronic as well as printed format, and must be editable and user-friendly. Minutes and other documents emanating from all meetings are general deliverables throughout the duration of the project.**

#### **4.3 PROJECT TIMELINES**

The final report for phase one must be submitted and approved by 29 March 2019.

The bidder must outline the deliverables and associated timelines, however, the table below serves as a guide of the CSIR’s expectations (activities may run concurrently):

<b>Phase</b>	<b>Activity</b>	<b>Estimated time</b>
<b>Phase 1</b>	Inception report	2 weeks
	Stakeholder engagement and partner selection	1 month
	Business Case, Implementation Plan including the Financing Strategy and fundraising plan	2 months
<b>Phase 2</b>	Investor engagement and fundraising	Estimated times to be included in the evaluation

#### **4.4 BACKGROUND DOCUMENTATION AND PREPARATORY WORK**

The winning bidder will have to become familiar with all background documentation and preparatory work conducted to date and shall be responsible for carrying out initial reviews that are deemed necessary for successful completion of the project including, but not limited to:

- Campus Master Plan and all relevant existing reports, studies etc. necessary to become familiar with the projects.
- The pre-feasibility report including Capital expenditure, Operating income and expenditure, and assumptions made.
- Preliminary conceptual drawings.
- CSIR Annual Reports and Shareholders Compact.
- Other documents as deemed appropriate.

#### **4.5 SUBMISSION REQUIREMENTS**

Bidders should provide the following items as part of the proposal for consideration:

- Company profile.
- Description of experience / track record in the development of business cases in the Science Technology and Innovation (STI) sector / similar projects.
- Description of experience and success in raising different sources of funding including grant funding, donations, equity and loan capital and any other funds for infrastructure development.
- Testimonials from past clients.
- Profile of anticipated human resources to be assigned to this project.
- Timeframe for completion of the project.
- Approach and methodology.
- Pricing proposal.

## 5 FUNCTIONAL EVALUATION CRITERIA

CSIR will apply a multi-criteria approach in evaluating the prospective tenders. It is envisaged that below-mentioned criteria will, amongst others, form the basis of the tender evaluation.

### 5.1 ELIMINATION CRITERIA

Proposals will be eliminated under the following conditions:

- Non-attendance of the compulsory briefing session;
- Submission after the deadline;
- Submission of incomplete documentation; and
- Proposals submitted at incorrect location.

### 5.2 FUNCTIONALITY EVALUATION CRITERIA FOR FINANCIAL ADVISORY SERVICES

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

Item	Evaluation Criteria	Submission requirements	Weight
1	<p><b><u>EXPERIENCE OF THE BIDDER</u></b></p> <p>Bidders will be evaluated on their experience as it pertains to the scope of this project. A brief description of the organisation and an outline of recent experience on assignments of a similar nature is required.</p>	<p>The Bidder should be able to:</p> <ul style="list-style-type: none"> <li>• Indicate previous experience in undertaking feasibility studies and business case development of this nature.</li> <li>• Demonstrate thorough understanding of the CSIR's requirements</li> <li>• Demonstrate sound knowledge of science awareness, engagement, and commercialisation of research through technology transfer, and high technology start-up support and incubation.</li> <li>• Demonstrate capability to complete the project on expectation and within the associated timeframes.</li> </ul> <p>Indicate the consultant's involvement in similar projects with associated deliverables and duration of the assignments, contract amount and the following reference information:</p> <ul style="list-style-type: none"> <li>• Client Name</li> <li>• Project Description</li> <li>• Project Cost</li> <li>• Project Period</li> <li>• Description of service performed and extent of Bidder's responsibilities</li> <li>• Name, Title, telephone and email address for reference contact person</li> <li>• Reference letters and any performance rating scores from client.</li> </ul>	20

		<p>Track record and experience in financial modelling and capital structuring. The bidder should indicate projects, deliverables, duration of the assignment, contract amount and the following reference information:</p> <ul style="list-style-type: none"> <li>• Client Name</li> <li>• Project Description</li> <li>• Project Cost</li> <li>• Project Period</li> <li>• Description of service performed and extent of Bidder's responsibilities</li> <li>• Name, Title, telephone and email address for reference contact person</li> <li>• Reference letters and any performance rating scores from client.</li> </ul>	<b>20</b>
		<p>Track record and experience in fundraising from a mix of local and international funding and financing sources including public funds, grants, development agencies, corporate sponsors, philanthropy and foundations etc. The bidder should indicate projects, deliverables, duration of the assignment, contract amount and the following reference information:</p> <ul style="list-style-type: none"> <li>• Client Name</li> <li>• Project Description</li> <li>• Project Cost</li> <li>• Project Period</li> <li>• Description of service performed and extent of Bidder's responsibilities</li> <li>• Name, Title, telephone and email address for reference contact person</li> <li>• Reference letters and any performance rating scores from client.</li> </ul>	<b>30</b>
<b>2</b>	<p><b>APPROACH AND METHODOLOGY IN RESPONSE TO THE SCOPE OF WORK:</b> Bidders will be evaluated on their demonstrable understanding of the assignment and methodology for Business Plan development, implementation plan, financing plan, and fundraising.</p>	<p>A Proposal including the approach, methodology and work plan for performing the assignment covering the following:</p> <ul style="list-style-type: none"> <li>• Technical approach and methodology</li> <li>• Organization and staffing</li> <li>• Work plan for as per the scope of work</li> <li>• Timeframes for completion of the assignment and for investor engagement and funding mobilisation.</li> </ul> <p>The bidder should highlight the approach and methodology to develop the Business case, the Implementation Plan, and Financing Strategy and Funding Plan development. This should include their approach to Stakeholder identification and engagement; highlight the relevant stakeholders to be contacted and relevancy to the project. The proposal should include an organization and staffing schedule, highlighting relevant expertise and skills required for the assignment. The approach and methodology should specifically address the issue of identification of innovative funding sources and mobilising of finance from various sources, indicating expertise in securing funds from sources relevant or similar to the proposed centre. Clear timelines for the completion of the assignment, the required information and deliverables should be clearly highlighted.</p>	<b>30</b>
<b>Total</b>			<b>100</b>

- 5.3** The tenderer shall prepare for a possible presentation should CSIR require such and the tenderer shall be notified thereof no later than 4 (four) days before the actual presentation date.
- 5.4** 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.
- 5.5** Refer to **Annexure A** for the scoring sheet that will be used to evaluate functionality.

## **6 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](http://www.csd.gov.za);
- provide the CSIR of their CSD registration number; and
- provide the CSIR with a certified copy of their B-BBEE certificate or a sworn affidavit indicating their B-BBEE level. 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 in electronic format and hardcopy to:

**CSIR GATE 03 (North Gate) - Main Reception Area** (in the **Tender box**) at the following address

Council for Scientific and Industrial Research (CSIR)  
627 Meiring Naudé Road  
Brummeria  
Pretoria

### 8 TENDER PROGRAMME

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

- Issue of tender documents: 5 September 2018
- Compulsory Briefing Session: 12 September 2018
  - **Place:** CSIR Meiring Naude Road, Brummeria, Pretoria.
  - **Venue:** CSIR Building 23, Synapse Executive Board room.
  - **Time:** 11h00 to 13h30
- Closing / submission Date: 25 September 2018

### 9 SUBMISSION OF PROPOSALS

**9.1** All proposals are to be sealed. No open proposals will be accepted.

**9.2** 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.: 3227/25/09/2018.**

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

**RFP No.: 3227/25/09/2018.**

- 9.3** Proposals submitted by companies must be signed by a person or persons duly authorised, otherwise they will be deemed invalid.
- 9.4** 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.

## **10 DEADLINE FOR SUBMISSION**

Proposals shall be submitted at the address mentioned above no later than the closing date of **Tuesday, 25 September 2018** 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**

- 11.1** 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.

## **12 EVALUATION PROCESS**

### **12.1 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.

### **12.2 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.

### 13 PRICING PROPOSAL

- 13.1 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.
- 13.2 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.
- 13.3 Price should include additional cost elements such as freight, insurance until acceptance, duty where applicable.
- 13.4 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.*

- 13.5 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 BIDDER

- 15.1 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.
- 15.2 Appointment as a successful Bidder 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.



**15.3** 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.: 3227/25/09/2018 – The development of a business case and mobilisation of investment for the proposed establishment of the CSIR’s “Gateway to Science Innovation” Centre”*** 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**

**19.1** 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.

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

## **20 VERIFICATION OF DOCUMENTS**

**20.1** 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.

- 20.2** *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.
- 20.3** 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.
- 20.4** 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.

## **21 SUB-CONTRACTING**

- 21.1** 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.
- 21.2** 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.

## **22 ENGAGEMENT OF CONSULTANTS**

The consultants will only be remunerated at the rates:

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

## **23 TRAVEL EXPENSES**

- 23.1** All travel expenses for the CSIR's account, be it directly via the CSIR's travel agent or indirectly via re-imbursing, must be in line with the CSIR's travel policy. The following will apply:

23.1.1 Only economy class tickets will be used.

23.1.2 A maximum of R1300 per night for accommodation, dinner, breakfast and parking will be allowed.

23.1.3 No car rentals of more than a Group B will be accommodated.

## **24 ADDITIONAL TERMS AND CONDITIONS**

**24.1** 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.

**24.2** Copies of any affiliations, memberships and/or accreditations that support your submission must be included in the tender.

**24.3** 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
- Company registration certificates.

**24.4** 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.

**24.5** 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**

**25.1** Extend the closing date;

**25.2** Verify any information contained in a proposal;

**25.3** Request documentary proof regarding any tendering issue;

**25.4** Appoint one or more Bidders, separately or jointly (whether or not they submitted a joint proposal);

**25.5** Award this RFP as a whole or in part; and

**25.6** 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.

**27 DECLARATION BY TENDERER**

**Only tenderers who completed the declaration below will be considered for evaluation.  
RFP No: 3227/25/09/2018.**

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: 3227/25/09/2018** 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: .....	

**28 RETURNABLE CHECKLIST**

***NOTE:** The Bidder is required to complete each and every schedule listed below to the best of his ability as the evaluation of tenders and the eventual contract will be based on the information provided by the Bidder. Failure of a Bidder to complete the schedules and forms to the satisfaction of the CSIR will inevitably prejudice the tender and may lead to rejection on the grounds that the tender is not responsive.*

The Bidder must complete the following returnable documents:

<b>RETURNABLE DOCUMENTS –</b>			
<b>PART A: TECHNICAL RETURNABLES</b>			
<b>Returnable Schedules required only for Tender Evaluation Purposes may we include all the technical mandatory requirements here</b>			
27	<p>A Proposal including the approach, methodology and work plan for performing the assignment covering the following:</p> <ul style="list-style-type: none"> <li>• Technical approach and methodology</li> <li>• Organization and staffing plan</li> <li>• Work plan for as per the scope of work</li> <li>• Timeframes for completion of the assignment and for investor engagement and funding mobilisation.</li> </ul> <p>The bidder should highlight the approach and methodology to develop the Business case, the Implementation Plan, and Financing Strategy and Funding Plan development. This should include their approach to Stakeholder identification and engagement; highlight the relevant stakeholders to be contacted and relevancy to the project. The proposal should include an organization and staffing schedule, highlighting relevant expertise and skills required for the assignment. The approach and methodology should specifically address the issue of identification of innovative funding sources and mobilising of finance from various sources, indicating expertise in securing funds from sources relevant or similar to the proposed centre. Clear timelines for the completion of the assignment, the required information and deliverables should be clearly highlighted.</p>		

28	<p>Schedule of the Bidder's Experience including:</p> <ul style="list-style-type: none"> <li>• Description of experience / track record in the development of business cases in the STI sector / similar projects.</li> <li>• Description of experience and success in raising different sources of funding including grant funding, donations, equity and loan capital and any other funds for infrastructure development.</li> </ul>		
29	References from current and past clients		
30	Declaration by tenderer		
31	One hard copy and one electronic (CD or USB memory) of technical submission		
<p><b>PART B: PRICING PROPOSAL</b></p> <p><b>Returnable Schedules that will be incorporated into the Contract</b></p>			
32	Pricing Proposal Form		
33	B-BBEE Certificate		
34	One hard copy and one electronic (CD or USB memory) of pricing proposal		

**PART A: TECHNICAL RETURNABLE SCHEDULES**

**These are returnable schedules required for Tender Evaluation Purposes only**

**29 BIDDER’S APPROACH/METHODOLOGY AND PROPOSAL**

A Proposal including the approach, methodology and work plan for performing the assignment covering the following:

- Technical approach and methodology
- Organization and staffing
- Work plan for as per the scope of work
- Timeframes for completion of the assignment and for investor engagement and funding mobilisation.

The bidder should highlight the approach and methodology to develop the Business case, the Implementation Plan, and Financing Strategy and Funding Plan development. This should include their approach to Stakeholder identification and engagement; highlight the relevant stakeholders to be contacted and relevancy to the project. The proposal should include an organization and staffing schedule, highlighting relevant expertise and skills required for the assignment. The approach and methodology should specifically address the issue of identification of innovative funding sources and mobilising of finance from various sources, indicating expertise in securing funds from sources relevant or similar to the proposed centre. Clear timelines for the completion of the assignment, the required information and deliverables should be clearly highlighted.

Documentation	Requirement	Included in required format (Please tick)
Bidder’s Proposal	Verification of the Bidder’s Proposal	<input type="checkbox"/>

SIGNATURE: .....

DATE:

*(of person authorised to sign on behalf of the Bidder)*



### 30 SCHEDULE OF THE BIDDER'S EXPERIENCE

The Bidder must submit a company profile and provide details of the Bidder's current and experience in providing similar services.

This should include:

- Description of experience / track record in the development of business cases in the STI sector / similar projects.
- Description of experience and success in stakeholder and partnership building and in raising different sources of funding including grant funding, donations, equity and loan capital and any other funds for infrastructure development.

Documentation	Requirement	Included in required format (Please tick)
Verification of Bidder's experience	Verification of Bidder's Experience	<input type="checkbox"/>

Client Name	Contact Person and Telephone Number	Nature Of Work (Description of service performed and extent of Bidder's responsibilities)	Value of contract (Inclusive of VAT)	Contract duration (Start and End Dates)	Signed Reference letter attached Indicate Yes /No


SIGNATURE: .....

DATE:

(of person authorised to sign on behalf of the Bidder)

**31 REFERENCES FROM CURRENT AND PAST CLIENTS**

The Bidder must provide reference letters from current and past clients for similar services.

**The reference letters must be on the Bidder’s clients’ letterheads and duly signed.**

**The reference letters must in detail describe the following:**

- Client organization and contract details (Contract Number, Title, Description, Value, Period of Performance, Contract Point of Contact)
- Brief description of Bidder’s responsibilities and services offered
- Bidder’s role in the assignment
- Details of Bidder’s past performance and assessment of contract performance. The performance rating should include at a minimum the following:

Service	Performance Rating (Exceptional, Very good, Satisfactory, Marginal , Unsatisfactory) NOTE: Refer to Annexure B for the performance rating guidelines
1. Quality of technical performance and deliverables	
2. Schedule	
3. Professionalism	
4. Overall contract performance	

Documentation	Requirement	Included in required format (Please tick)
Verification of references	Verification of Bidder’s Experience	<input type="checkbox"/>

SIGNATURE: .....

DATE:

(of person authorised to sign on behalf of the Bidder)

**PART B: FINANCIAL PROPOSAL**  
**32 FEE STRUCTURE**

The Bidder must submit a fee proposal detailing the proposed cost structure per phase.

No.	Description	Cost Excl.
1	Development of a Business Case for the proposed Centre (fixed fee)	R
2	The Financing Strategy and Fundraising Plan (fixed fee)	R
3	Mobilisation of investment to raise the required capital (Success fee based on value of R270 million)	R

- Based on the pre-feasibility study, the capital investment required is anticipated to be ~R100-R270 million.
- Disbursements and any other (additional) costs must be clearly defined (outlining all assumptions) and a detailed breakdown thereof must be provided.

The bidders will only proceed to the next Phase upon CSIR approval of the Implementation Plan and the Financing Strategy and Fundraising Plan.

SIGNATURE: .....

DATE:

(of person authorised to sign on behalf of the Bidder)

**ANNEXURE A**

**FUNCTIONALITY EVALUATION: EVIDENCE MUST BE PROVIDED FOR EVERY FUNCTIONAL CRITERIA**

No	Functional Criteria	Functional Sub-Criteria	Weighting									
1	<b>EXPERIENCE OF THE BIDDER</b>	<p><b>1.1. Bidders will be evaluated on their experience in undertaking feasibility studies and Business Case development:</b></p> <p><b>1.1.1. Relevant experience</b></p> <table border="1"> <tr> <td>No relevant experience or less than 2 projects</td> <td><b>0 points</b></td> </tr> <tr> <td>The bidder has completed 2 - 3 relevant and similar projects</td> <td><b>5 points</b></td> </tr> <tr> <td>The bidder has completed 3 - 5 relevant and similar projects</td> <td><b>7 points</b></td> </tr> <tr> <td>The bidder has completed more than five relevant and similar projects</td> <td><b>10 points</b></td> </tr> </table>	No relevant experience or less than 2 projects	<b>0 points</b>	The bidder has completed 2 - 3 relevant and similar projects	<b>5 points</b>	The bidder has completed 3 - 5 relevant and similar projects	<b>7 points</b>	The bidder has completed more than five relevant and similar projects	<b>10 points</b>	15	20
		No relevant experience or less than 2 projects	<b>0 points</b>									
The bidder has completed 2 - 3 relevant and similar projects	<b>5 points</b>											
The bidder has completed 3 - 5 relevant and similar projects	<b>7 points</b>											
The bidder has completed more than five relevant and similar projects	<b>10 points</b>											
<p><b>1.1.2. Bidder's performance on past projects based on references and performance rating from previous clients:</b></p> <table border="1"> <tr> <td>No references / rated poorly on all projects.</td> <td><b>0 points</b></td> </tr> <tr> <td>The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects.</td> <td><b>5 points</b></td> </tr> <tr> <td>The bidder's overall performance has been rated <b>very good</b> <b>2 – 3</b> relevant projects.</td> <td><b>7 points</b></td> </tr> <tr> <td>The bidder has performed and rated <b>exceptional in 2 – 3</b> relevant projects.</td> <td><b>10 points</b></td> </tr> </table>	No references / rated poorly on all projects.	<b>0 points</b>	The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects.	<b>5 points</b>	The bidder's overall performance has been rated <b>very good</b> <b>2 – 3</b> relevant projects.	<b>7 points</b>	The bidder has performed and rated <b>exceptional in 2 – 3</b> relevant projects.	<b>10 points</b>	5			
No references / rated poorly on all projects.	<b>0 points</b>											
The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects.	<b>5 points</b>											
The bidder's overall performance has been rated <b>very good</b> <b>2 – 3</b> relevant projects.	<b>7 points</b>											
The bidder has performed and rated <b>exceptional in 2 – 3</b> relevant projects.	<b>10 points</b>											

No	Functional Criteria	Functional Sub-Criteria	Weighting									
		<p><b>1.2. Bidders will be evaluated on their experience in developing funding options, financial modelling, capital structuring, developing a financing plan:</b></p> <p><b>1.2.1. Relevant experience:</b></p> <table border="1"> <tr> <td>No relevant experience or less than 3 projects</td> <td><b>0 points</b></td> </tr> <tr> <td>The bidder has completed 3 - 5 relevant and similar projects</td> <td><b>5 points</b></td> </tr> <tr> <td>The bidder has completed 6 - 8 relevant and similar projects</td> <td><b>7 points</b></td> </tr> <tr> <td>The bidder has completed more than 8 relevant and similar projects</td> <td><b>10 points</b></td> </tr> </table>	No relevant experience or less than 3 projects	<b>0 points</b>	The bidder has completed 3 - 5 relevant and similar projects	<b>5 points</b>	The bidder has completed 6 - 8 relevant and similar projects	<b>7 points</b>	The bidder has completed more than 8 relevant and similar projects	<b>10 points</b>	15	20
No relevant experience or less than 3 projects	<b>0 points</b>											
The bidder has completed 3 - 5 relevant and similar projects	<b>5 points</b>											
The bidder has completed 6 - 8 relevant and similar projects	<b>7 points</b>											
The bidder has completed more than 8 relevant and similar projects	<b>10 points</b>											
		<p><b>1.2.2. Performance rating scores from clients:</b></p> <table border="1"> <tr> <td>No references / rated poorly on all projects.</td> <td><b>0 points</b></td> </tr> <tr> <td>The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects</td> <td><b>5 points</b></td> </tr> <tr> <td>The bidder's overall performance has been rated <b>very good</b> <b>2 – 3</b> relevant projects.</td> <td><b>7 points</b></td> </tr> <tr> <td>The bidder has performed and rated <b>exceptional</b> in <b>2 – 3</b> relevant projects.</td> <td><b>10 points</b></td> </tr> </table>	No references / rated poorly on all projects.	<b>0 points</b>	The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects	<b>5 points</b>	The bidder's overall performance has been rated <b>very good</b> <b>2 – 3</b> relevant projects.	<b>7 points</b>	The bidder has performed and rated <b>exceptional</b> in <b>2 – 3</b> relevant projects.	<b>10 points</b>	5	
No references / rated poorly on all projects.	<b>0 points</b>											
The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects	<b>5 points</b>											
The bidder's overall performance has been rated <b>very good</b> <b>2 – 3</b> relevant projects.	<b>7 points</b>											
The bidder has performed and rated <b>exceptional</b> in <b>2 – 3</b> relevant projects.	<b>10 points</b>											
		<p><b>1.3. Bidders will be evaluated on their experience in capital from a variety of sources including grant &amp; donor fundraising:</b></p> <p><b>1.3.1. Relevant experience</b></p> <table border="1"> <tr> <td>Funding raised below R100mil or funding raised for less than 2 projects</td> <td><b>0 points</b></td> </tr> <tr> <td>Funding raised below R100mil or funding raised for successfully raised funds for <b>2 – 3 projects</b>, with a minimum value of no less than R100mil per project</td> <td><b>5 points</b></td> </tr> <tr> <td>Funding raised below R100mil or funding raised for successfully raised funds for <b>4 – 5 projects</b>, with a minimum value of no less than R100mil per project</td> <td><b>7 points</b></td> </tr> </table>	Funding raised below R100mil or funding raised for less than 2 projects	<b>0 points</b>	Funding raised below R100mil or funding raised for successfully raised funds for <b>2 – 3 projects</b> , with a minimum value of no less than R100mil per project	<b>5 points</b>	Funding raised below R100mil or funding raised for successfully raised funds for <b>4 – 5 projects</b> , with a minimum value of no less than R100mil per project	<b>7 points</b>	20	30		
Funding raised below R100mil or funding raised for less than 2 projects	<b>0 points</b>											
Funding raised below R100mil or funding raised for successfully raised funds for <b>2 – 3 projects</b> , with a minimum value of no less than R100mil per project	<b>5 points</b>											
Funding raised below R100mil or funding raised for successfully raised funds for <b>4 – 5 projects</b> , with a minimum value of no less than R100mil per project	<b>7 points</b>											

No	Functional Criteria	Functional Sub-Criteria	Weighting								
		<table border="1"> <tr> <td>Funding raised below R100mil or funding raised for successfully raised funds for <b>more than 5 projects</b>, with a minimum value of no less than R100mil per project</td> <td><b>10 points</b></td> </tr> </table>	Funding raised below R100mil or funding raised for successfully raised funds for <b>more than 5 projects</b> , with a minimum value of no less than R100mil per project	<b>10 points</b>							
Funding raised below R100mil or funding raised for successfully raised funds for <b>more than 5 projects</b> , with a minimum value of no less than R100mil per project	<b>10 points</b>										
		<p><b>1.3.2. Performance rating scores from clients:</b></p> <table border="1"> <tr> <td>No references / rated poorly on all projects.</td> <td><b>0 points</b></td> </tr> <tr> <td>The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects</td> <td><b>5 points</b></td> </tr> <tr> <td>The bidder's overall performance has been rated <b>very good 2 – 3</b> relevant projects.</td> <td><b>7 points</b></td> </tr> <tr> <td>The bidder has performed and rated <b>exceptional in 2 – 3</b> relevant projects.</td> <td><b>10 points</b></td> </tr> </table>	No references / rated poorly on all projects.	<b>0 points</b>	The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects	<b>5 points</b>	The bidder's overall performance has been rated <b>very good 2 – 3</b> relevant projects.	<b>7 points</b>	The bidder has performed and rated <b>exceptional in 2 – 3</b> relevant projects.	<b>10 points</b>	10
No references / rated poorly on all projects.	<b>0 points</b>										
The bidder's overall performance has been rated <b>satisfactory</b> in <b>2 – 3</b> relevant projects	<b>5 points</b>										
The bidder's overall performance has been rated <b>very good 2 – 3</b> relevant projects.	<b>7 points</b>										
The bidder has performed and rated <b>exceptional in 2 – 3</b> relevant projects.	<b>10 points</b>										
2	<b>APPROACH AND METHODOLOGY</b>	<p><b>Bidders will be evaluated on their demonstrable understanding of the assignment and methodology for Business case development, implementation plan, financing plan, and fundraising, including the work plan and staffing schedule, as follows:</b></p> <ul style="list-style-type: none"> <li>• Technical approach and methodology</li> <li>• Organization and staffing plan</li> <li>• Timeframe for completion of the project</li> <li>• Work plan for mobilisation of funding</li> </ul> <table border="1"> <tr> <td>Non-submission or proposal does not address the scope of the assignment.</td> <td><b>0 points</b></td> </tr> <tr> <td>Approach is generic. The bidder's proposal addresses and meets minimum requirements. The proposed staffing plan has identified the necessary expertise and the relevant experience in all the required areas to complete the assignment. The work plan and timeframes meet the requirements of the assignment, the sequencing of activities indicate the bidder</td> <td><b>5 points</b></td> </tr> </table>	Non-submission or proposal does not address the scope of the assignment.	<b>0 points</b>	Approach is generic. The bidder's proposal addresses and meets minimum requirements. The proposed staffing plan has identified the necessary expertise and the relevant experience in all the required areas to complete the assignment. The work plan and timeframes meet the requirements of the assignment, the sequencing of activities indicate the bidder	<b>5 points</b>	30				
Non-submission or proposal does not address the scope of the assignment.	<b>0 points</b>										
Approach is generic. The bidder's proposal addresses and meets minimum requirements. The proposed staffing plan has identified the necessary expertise and the relevant experience in all the required areas to complete the assignment. The work plan and timeframes meet the requirements of the assignment, the sequencing of activities indicate the bidder	<b>5 points</b>										

No	Functional Criteria	Functional Sub-Criteria	Weighting
		<p>understand the requirements. The bidder has successfully completed similar projects including successfully raising of capital for similar projects from grants, donors and other funding and financing mechanisms of over R100 million. The bidder has demonstrable networks to raise the required funds for the centre.</p> <p>Approach is specifically tailored to suit the requirements and will meet the needs of the assignment. The proposed staffing plan has identified key team members with extensive experience in all the fields of work. The work plan and timeframes meet the requirements of the assignment, the sequencing of activities indicate the bidder understand the requirements. The bidder has successfully raised capital of over R200 million for similar STI projects and has demonstrable networks to raise the required funds.</p> <p>The approach is innovative and likely to result in feasible and cost efficient funding. The methodology has specifically indicated methods of identification of innovative funding sources and mobilising finance from various sources. The bidder has included examples of past work and relevant potential partners for the centre based on past experience. The bidder has successfully raised capital of over R270 million for similar STI projects. Clear timeliness, required information and deliverables have been highlighted. The staffing schedule comprises highly experienced team.</p>	<p><b>7 points</b></p> <p><b>10 points</b></p>



## ANNEXURE B

### PERFORMANCE RATING GUIDELINES

RATING	DEFINITION AND CRITERIA
EXCEPTIONAL	<p><b>Technical Performance:</b></p> <ul style="list-style-type: none"> <li>• Met all performance requirements / Exceeded 20 % or more</li> <li>• Minor problems / Highly effective corrective actions / Improved performance/quality results</li> </ul> <p><b>Schedule (Timelines)</b></p> <ul style="list-style-type: none"> <li>• Significantly exceeded delivery requirements (All on-time)</li> <li>• Quickly resolved delivery issues / Highly effective corrective actions</li> </ul> <p><b>Business Relations</b></p> <ul style="list-style-type: none"> <li>• Highly professional / Responsive / Proactive</li> <li>• Significantly exceeded expectations</li> <li>• High client satisfaction</li> <li>• Minor changes implemented without cost impact / Limited change proposals</li> </ul> <p style="text-align: right;"><b>RISK LEVEL: VERY LOW</b></p>
VERY GOOD	<p><b>Technical Performance:</b></p> <ul style="list-style-type: none"> <li>• Met all performance requirements / Exceeded 5% or more</li> <li>• Minor problems / Effective corrective actions</li> </ul> <p><b>Schedule (Timelines)</b></p> <ul style="list-style-type: none"> <li>• On-Time deliveries / Some early deliveries</li> <li>• Quickly resolved delivery issues / Effective corrective actions</li> </ul> <p><b>Business Relations</b></p> <ul style="list-style-type: none"> <li>• Professional / Responsive</li> <li>• Exceeded expectations</li> <li>• Client satisfaction</li> <li>• Limited change proposals</li> </ul> <p style="text-align: right;"><b>RISK LEVEL: LOW</b></p>
SATISFACTORY	<p><b>Technical Performance:</b></p> <ul style="list-style-type: none"> <li>• Met all performance requirements</li> <li>• Minor problems / Satisfactory corrective actions</li> </ul> <p><b>Schedule (Timelines)</b></p> <ul style="list-style-type: none"> <li>• On-time deliveries</li> <li>• Minor problems / Did not affect delivery schedule</li> </ul> <p><b>Business Relations</b></p> <ul style="list-style-type: none"> <li>• Professional / Reasonably responsive</li> <li>• Met expectations</li> <li>• Adequate client satisfaction</li> <li>• Reasonable change proposals</li> </ul> <p style="text-align: right;"><b>RISK LEVEL: MODERATE</b></p>

MARGINAL	<p><b>Technical Performance:</b></p> <ul style="list-style-type: none"> <li>• Some performance requirements not met</li> <li>• Performance reflects serious problem / Ineffective corrective actions</li> </ul> <p><b>Schedule (Timelines)</b></p> <ul style="list-style-type: none"> <li>• Some late deliveries</li> <li>• No corrective actions</li> </ul> <p><b>Business Relations</b></p> <ul style="list-style-type: none"> <li>• Less Professionalism and Responsiveness</li> <li>• Low client satisfaction / No attempts to improve relations</li> <li>• Unnecessary change proposals</li> </ul> <p style="text-align: right;"><b>RISK LEVEL: HIGH</b></p>
UNSATISFACTORY	<p><b>Technical Performance:</b></p> <ul style="list-style-type: none"> <li>• Most performance requirements are not met</li> <li>• Recovery not likely</li> </ul> <p><b>Schedule (Timelines)</b></p> <ul style="list-style-type: none"> <li>• Many late deliveries</li> <li>• Negative cost impact</li> <li>• Ineffective corrective actions / Not likely to recover</li> </ul> <p><b>Business Relations</b></p> <ul style="list-style-type: none"> <li>• Delinquent responses / Lack of cooperative spirit</li> <li>• Unsatisfied client / Unable to improve relations</li> <li>• Excessive unnecessary change proposals to correct poor management</li> </ul> <p style="text-align: right;"><b>RISK LEVEL: VERY HIGH</b></p>