



## Request for Proposals (RFP) for

### The Provision of Headhunting Services to the CSIR

**RFP No. 3238/23/10/2018**

Date of Issue	Friday, 05 October 2018	
Compulsory Briefing Session	Date: Friday, 12 October 2018 Time: 13:00 to 15:00 Venue: CSIR Pretoria, Building 22, Central Station	
Closing Date	Tuesday, 23 October 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 (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 CSIR currently has vacancies at an Executive level, and there is need to appoint a capable headhunting service provider to fill the positions. These positions are based at the CSIR Main Campus in Pretoria.

### 3 INVITATION FOR PROPOSAL

Proposals are hereby invited for the provision of Executive Placement / Head Hunting Services to the CSIR.

### 4 PROPOSAL SPECIFICATION

- 4.1 All proposals are to be submitted in a format specified in this enquiry. However, tenderers are welcome to submit additional / alternative proposals over and above the originally specified format.
- 4.2 The head hunting firm is expected to:
  - Do a comprehensive research of the South African and international markets to locate the most suitable talent for the appointment of executives and scarce skills staff for the CSIR. This will include the following:
    - 4.2.1 Executive / Scarce Skill Research – the service provider must ensure that they understand the requirements of the position (job analysis) and the candidate profile the CSIR would like to attract;
    - 4.2.2 Sourcing – attracting and encouraging candidates to apply for the position;

- 4.2.3 Screening – it would be important that the service provider assists CSIR in increasing the success rate of the selection process, by decreasing the number of visibly under qualified job applicants. Furthermore, it would be important for the service provider to assist CSIR in meeting its legal and social obligations regarding the composition of workforce;
- 4.2.4 Presenting a longlist and shortlist – after thorough screening the service provider, will present to the CSIR the longlist and shortlist of candidates;
- 4.2.5 Verification and background checks of the shortlisted candidates (e.g. Reference check, qualification and ID verification, criminal check and others as required by the CSIR);
- 4.2.6 Schedule relevant and or optional assessments as and when may be required or where deemed necessary; and
- 4.2.7 Weekly progress reports to the CSIR.
- 4.2.8 Standard timelines for headhunting – the following timelines are expected by the CSIR:

TASK	MILESTONE/ DELIVERABLE	TIMELINES
<ul style="list-style-type: none"> <li>• <b>Executive/Scarce skill search</b></li> </ul>	<p>As per agreed project timelines and milestones:</p> <ul style="list-style-type: none"> <li>• Full search;</li> <li>• Identification and present appropriately experienced candidates who are likely to contribute significantly to meeting the CSIR's objectives; and</li> <li>• Interview and evaluate potential candidates, including any internal candidates and those that may be identified by the CSIR or from other sources.</li> </ul>	<p>Week 1 – 4</p>
<ul style="list-style-type: none"> <li>• <b>Long- and short-listing of potential candidates</b></li> </ul>	<ul style="list-style-type: none"> <li>• Submit long-list for approval by CSIR;</li> <li>• Short-list suitable candidates; and</li> <li>• Verifications and background checks on the shortlist, before any interviews are scheduled.</li> </ul>	<p>Week 4 - 6</p>
<ul style="list-style-type: none"> <li>• <b>Final selection of candidates</b></li> </ul>	<ul style="list-style-type: none"> <li>• Support to CSIR in final selection of candidates.</li> </ul>	<p>Week 7 - 8</p>

#### 4.3 Experience – the service provider must:

- Have a good track record in headhunting services. Proof of evidence must be provided.
- Provide a company profile stipulating industry experience and clients serviced. The reference list must include the client's name, position placed, contact person, contact number and email.
- Service provider's performance on past and current projects – Provide reference letters from clients for headhunting services completed, clearly stating the position placed, and the workmanship and ability to complete assignments on time.

#### 4.4 Rigorous Approach and Methodology – the headhunting firm must:

- Demonstrate a clear methodology and approach for filtering and final selection for long and short lists including interviews.
- Demonstrate their understanding of the key requirements and expectations of CSIR as outlined in this document.
- Provide in detail the proposed approach, methodology and tools and how they will assist CSIR in achieving the objectives of this request.
- An outline of the project deliverables, indicating key milestones and turnaround times.
- Demonstrate the value-add to the CSIR in terms of the following:
  - o Process efficiencies;
  - o Reduced turnaround times; and
  - o Improved staff retention.

## **5 PRE-QUALIFICATION CRITERIA TO ADVANCE CERTAIN GROUPS**

Only head-hunting firms with Level 1 and 2 B-BBEE contributor status will be considered.

## 6 FUNCTIONAL EVALUATION CRITERIA

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

No.	Evaluation criteria	Weighted score
1.	<p><b>Company Experience</b></p> <p>A company profile must be submitted, stipulating the number of years the company has been rendering headhunting services. The company must have been in existence for at least 5 years, conducting executive placement and/or head hunting services.</p> <p>If the company is a start-up company, provide proof that the directors appointed to perform the function have done similar jobs before.</p>	40
2.	<p><b>References</b></p> <p>The bidder or consultants in its employ must have demonstrable experience in providing headhunting services in the area of specialisation that they are bidding for.</p> <p>At least 5 references must be provided. Such reference letters must include as a minimum:</p> <ul style="list-style-type: none"> <li>• Client</li> <li>• Contact Person</li> <li>• Contact Number</li> <li>• Email</li> <li>• Position placed</li> <li>• Year position placed</li> <li>• Performance rating for service rendered</li> </ul>	30
3.	<p><b>Methodology and approach</b></p> <ul style="list-style-type: none"> <li>- Demonstrate a clear methodology and approach for filtering and final selection for long and short lists including interviews.</li> <li>- Demonstrate their understanding of the key requirements and expectations of CSIR as outlined in this document.</li> <li>- Provide in detail the proposed approach, methodology and tools and how they will assist CSIR in achieving the objectives of this request.</li> <li>- An outline of the project deliverables, indicating key milestones and turnaround times.</li> <li>- Demonstrate the value-add to the CSIR in terms of the following: <ul style="list-style-type: none"> <li>○ Process efficiencies;</li> <li>○ Reduced turnaround times; and</li> <li>○ Improved staff retention.</li> </ul> </li> </ul>	30
	<b>TOTAL</b>	<b>100</b>

- 6.1 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.
- 6.2 The bidder must submit their complete placement terms and conditions.
- 6.3 The bidder must provide the applicable rates as a percentage.
- 6.4 No additional costs will be considered beyond the offered percentage fees proposed in the bid.

## **7 ELIMINATION CRITERIA**

Proposals will be eliminated under the following conditions:

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

## 8 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. If no certificate can be provided, no points will be scored during the evaluation process. (RSA suppliers only).



## SECTION B – TERMS AND CONDITIONS

### 9 VENUE FOR 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

***CSIR IS A NATIONAL KEY POINT AND A FORM OF IDENTIFICATION IS REQUIRED TO ACCESS THE PREMISES***

### 10 TENDER PROGRAMME

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

- Issue of tender documents: Friday, 05 October 2018
- Compulsory Briefing Session Friday, 12 October 2018
- Last date for submission of queries: Friday, 19 October 2018
- Closing / submission Date: Tuesday, 23 October 2018

### 11 SUBMISSION OF PROPOSALS

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

11.2 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: **3238/23/10/2018**

**PART 2:** Pricing Proposal and B-BBEE Documentation:

RFP No.: **3238/23/10/2018**

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

11.4 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.

## 12 DEADLINE FOR SUBMISSION

Proposals shall be submitted at the address mentioned above no later than the closing date of **Tuesday, 23 October 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.

## 13 AWARDING OF TENDERS

13.1 Awarding of tenders will be published on the National Treasury e-tender portal. No regret letters will be sent out.

## 14 EVALUATION PROCESS

### 14.1 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.

### 14.2 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.*

## 15 PRICING PROPOSAL

- 15.1 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.
- 15.2 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.
- 15.3 Price should include additional cost elements such as freight, insurance until acceptance, duty where applicable.
- 15.4 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.*

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

## 16 VALIDITY PERIOD OF PROPOSAL

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

## **17 APPOINTMENT OF SERVICE PROVIDER**

- 17.1 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.
- 17.2 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.
- 17.3 Awarding of contracts will be announced on the National Treasury website and no regret letters will be sent to unsuccessful bidders.

## **18 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. 3238/23/10/2018 - The Provision of Headhunting services to the 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.

## **19 MEDIUM OF COMMUNICATION**

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

## **20 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.

## 21 CORRECTNESS OF RESPONSES

- 21.1 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.
- 21.2 The tenderer accepts that any mistakes regarding prices and calculations will be at their own risk.

## 22 VERIFICATION OF DOCUMENTS

- 22.1 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.
- 22.2 **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.
- 22.3 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.
- 22.4 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.

## 23 SUB-CONTRACTING

- 23.1 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.
- 23.2 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.

## **24 ENGAGEMENT OF CONSULTANTS**

The consultants will only be remunerated at the rates:

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

## **25 TRAVEL EXPENSES**

25.1 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:

- 25.1.1 Only economy class tickets will be used.
- 25.1.2 A maximum of R1300 per night for accommodation, dinner, breakfast and parking will be allowed.
- 25.1.3 No car rentals of more than a Group B will be accommodated.

## **26 ADDITIONAL TERMS AND CONDITIONS**

26.1 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.

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

26.3 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.

- 26.4 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.
- 26.5 Failure to comply with any of the terms and conditions as set out in this document will invalidate the Proposal.

## **27 CSIR RESERVES THE RIGHT TO**

- 27.1 Extend the closing date;
- 27.2 Verify any information contained in a proposal;
- 27.3 Request documentary proof regarding any tendering issue;
- 27.4 Give preference to locally manufactured goods;
- 27.5 Appoint one or more service providers, separately or jointly (whether or not they submitted a joint proposal);
- 27.6 Award this RFP as a whole or in part;
- 27.7 Cancel or withdraw this RFP as a whole or in part.

## **28 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: 3238/23/10/2018**

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. 3238/23/10/2018** 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 .....

<b>WITNESSES</b>	
1	.....
2	.....
DATE: .....	



29 ANNEXURE A

No.	Criteria	Proof required	Points allocation	Weight
1	<p><b>Company Experience:</b></p> <ul style="list-style-type: none"> <li>Number of years the company has been providing executive headhunting training. The company must not have less than 5 years.</li> <li>If a start-up company provide proof that the directors appointed to perform the function have done similar jobs before for not less than 5 years.</li> </ul>	<ul style="list-style-type: none"> <li>Company Profile explicitly indicating the number of years the company has been providing executive headhunting services for executives.</li> <li>Detailed CVs of directors have experience in conducting executive headhunting services</li> </ul>	<p>&lt; 5 years                   <b>– 0 points</b>            5 – 7 years               <b>– 5 points</b>            8 – 10 years              <b>– 7 points</b>            &gt;10 or more years      <b>– 10 points</b></p>	40%
2	<p><b>References (Only relevant references)</b></p> <ul style="list-style-type: none"> <li>The service provider must provide evidence they have successfully executed executive headhunting services.</li> <li>A minimum of 5 references are required</li> </ul>	<p>Reference Letters, with the following information as a minimum</p> <ul style="list-style-type: none"> <li>- Client</li> <li>- Contact Person</li> <li>- Contact Number</li> <li>- Email</li> <li>- Position placed</li> <li>- Year position placed</li> <li>- Performance rating for service rendered</li> </ul>	<p>&lt; 5 references            <b>– 0 points</b>            5 - 6 references        <b>– 5 points</b>            7 - 8 references        <b>– 7 points</b>            &gt;8 references           <b>– 10 points</b></p>	30%

<b>4</b>	<p><b>Methodology and Approach</b></p> <ul style="list-style-type: none"> <li>- Demonstrate a clear methodology and approach for filtering and final selection for long and short lists including interviews.</li> <li>- Demonstrate their understanding of the key requirements and expectations of CSIR as outlined in this document.</li> <li>- Provide in detail the proposed approach, methodology and tools and how they will assist CSIR in achieving the objectives of this request.</li> <li>- An outline of the project deliverables, indicating key milestones and turnaround times.</li> <li>- Demonstrate the value-add to the CSIR in terms of the following: <ul style="list-style-type: none"> <li>o Process efficiencies;</li> <li>o Reduced turnaround times; and</li> <li>o Improved staff retention.</li> </ul> </li> </ul>	<p>Detailed Methodology, Approach and Gantt Chart/time line</p>	<p>Non-submission or proposal does not address the scope of the assignment</p> <p style="text-align: center;"><b>– 0 points</b></p>	<b>30%</b>
			<p>Approach is generic. The bidder’s proposal addresses and meets minimum requirements. The work plan and timeframes meet the requirements of the assignment, the sequencing of activities indicate the bidder understand the requirements. There is a limited utilisation of tools in the headhunting process.</p> <p style="text-align: center;"><b>– 5 points</b></p>	
			<p>Approach is specifically tailored to suit the requirements and will meet the needs of the assignment. The work plan and timeframes meet the requirements of the assignment, the sequencing of activities indicate the bidder understand the requirements. The bidder utilises a variety of tools in executing assignments.</p> <p style="text-align: center;"><b>– 7 points</b></p>	
			<p>The approach is innovative and more than exceeds the expectations of the CSIR. The work plan and timeframes meet the requirements of the assignment, the sequencing of activities indicate the bidder understand the requirements. The bidder utilises a variety of tools in executing assignments. The bidder clearly demonstrated how they will add value to the CSIR.</p> <p style="text-align: center;"><b>– 10 points</b></p>	
<b>Total</b>				<b>100</b>

### 30 ANNEXURE B 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:

RETURNABLE DOCUMENTS –		
PART A: TECHNICAL RETURNABLES		
<b>ONE HARD COPY AND ONE ELECTRONIC COPY (CD OR USB MEMORY KEY)</b>		
Description	Included	
	Yes	No
<b>Company Experience – (Company Profile / detailed CV of directors if start-up company)</b> <ul style="list-style-type: none"> <li>Number of years the company has been providing executive headhunting training. The company must not have less than 5 years.</li> <li>If a start-up company provide proof that the directors appointed to perform the function have done similar jobs for not less than 5 years.</li> </ul>		
<b>Company Experience – (Client reference letters)</b> <ul style="list-style-type: none"> <li>The service provider must provide evidence they have successfully executed executive headhunting services.</li> <li>A minimum of 5 references are required</li> <li>Reference Letters, with the following information as a minimum                             <ul style="list-style-type: none"> <li>- Client</li> <li>- Contact Person</li> <li>- Contact Number</li> <li>- Email</li> <li>- Position placed</li> <li>- Year position placed</li> <li>- Performance rating for service rendered</li> </ul> </li> </ul>		
<b>Methodology and Approach including Work plan/timelines – (Detailed Methodology, Approach and Gantt Chart/time line)</b> <ul style="list-style-type: none"> <li>- Demonstrate a clear methodology and approach for filtering and final selection for long and short lists including interviews.</li> <li>- Demonstrate their understanding of the key requirements and expectations of CSIR as outlined in this document.</li> <li>- Provide in detail the proposed approach, methodology and tools and how they will assist CSIR in achieving the objectives of this request.</li> <li>- An outline of the project deliverables, indicating key milestones and turnaround times.</li> </ul>		

<ul style="list-style-type: none"> <li>- Demonstrate the value-add to the CSIR in terms of the following: <ul style="list-style-type: none"> <li>o Process efficiencies;</li> <li>o Reduced turnaround times; and</li> <li>o Improved staff retention.</li> </ul> </li> </ul>			
<b>PART B: PRICING PROPOSAL</b> <b>ONE HARD COPY AND ONE ELECTRONIC COPY (CD OR USB MEMORY KEY)</b>			
<b>32</b>	Pricing Proposal		
<b>33</b>	B-BBEE Certificate		
<b>34</b>	Completed SBD1 Form		

***Any other relevant document may be submitted, to substantiate the bidder's proposal.***

**31 ANNEXURE C SBD1 FORM**