

ANNEXURE G

EVALUATION CRITERIA

APPOINTMENT OF A LEAD TRANSACTION ADVISOR (OR A CONSORTIUM OF SERVICE PROVIDERS) TO PROVIDE TRANSACTION ADVISORY SERVICES FOR PROJECT INFRASTRUCTURE.

EVALUATION CRITERIA

The bids shall be evaluated in five (5) phases, the Administrative, Mandatory requirements, Technical /Functionality evaluation, Oral presentation and Commercial (Price and BBEE) evaluation.

1. PHASE 1

Administrative Evaluation Criteria

Initial Screening Process: At this phase bidder's response are reviewed to check if bidders have responded according to CEF (SOC) Ltd RFP document.

2. PHASE 2

Mandatory Requirements

At this phase, bidder's responses are reviewed against the below Mandatory Requirements. **Failure to comply with any of the Mandatory Requirements will lead to the bidder being disqualified, and not be considered for further evaluation on Technical Requirements.**

No.	Professional registration for the Work Stream Lead	Comply	Not Comply
2.1	The Work Stream Lead for each stream (Finance and Legal) must submit a CV and valid Proof of Professional Registration and must also have experience in oil and gas industry . NB: Provide a certificates and/or proof of Qualification of the Work Stream Lead		
a)	<u>Finance</u> Chartered Accountant CA (SA)/ Chartered Financial Analyst (CFA)/ Association of Certified Chartered Accountants (ACCA)/Chartered Institute of Management Accountants (CIMA)/ Chartered Global Management Accountant (CGMA), Financial Engineering and Financial Economist. A bidder to provide an example of previous work done		

	Comments
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b)	<u>Legal</u> Corporate Counsel Association of South Africa (CCASA) and/or Legal Practice Council <i>Provide proof of registration or membership</i>		
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2.2	<u>Regulatory and Environment</u> The workstream lead bidder must be registered with South African Institute of Environmental Health (SAIEH) and/or Environmental Assessment Practitioners Association of SA (EAPASA)		
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3	<u>Engineering and Technical</u> The workstream lead must have plus 10 years' experience in oil and gas industry and Qualified Engineer <i>A bidder to provide an example of previous work done</i>		
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3. PHASE 3

TECHNICAL EVALUATION

Bidders will be evaluated according to the below technical evaluation criteria. Minimum Technical Threshold is **70%**. It must be noted that if the Bidder who does not meet the **70%** minimum threshold will be disqualified at this phase.

3.1 BIDDERS EXPERIENCE

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.1.1 EXPERIENCE OF THE COMPANY – MERGERS AND ACQUISITIONS Proven company's experience in successfully leading and completing mergers and acquisition deals (or related) from inception up to financial close covering all aspects (e.g. technical, financial, legal, etc.) of transaction advisory including project management, valuations, structuring, negotiations, and others. The assignments/projects completed must be in the oil and gas sector . Please refer to Table (1) of this document for the format in which the required information must be provided. Note: the following scoring matrix will be used to evaluate this criteria:			
Cumulative value of Projects executed in the last 5years above R15bn	List of relevant project/s with contactable reference details given in a table 1 format	5	7%
Cumulative value of Projects executed in the last 5years approximately R10bn – R15bn		4	
Cumulative value of Projects executed in the last 5years approximately +R6-10bn		3	
Cumulative value of Projects executed in the last 5years approximately +R2-6bn		2	
Cumulative value of Projects executed in the last 5years approximately +less than R2billion		1	
No Project completed		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.1.2 EXPERIENCE OF THE COMPANY – CAPITAL RAISING Company's proven experience in successfully raising capital (both debt and equity) and closing mergers and acquisition deals (or related) in the last five (5) years. The assignments/projects completed should be in oil and gas infrastructure projects with preference being given to Crude Refinery. Note: the following scoring matrix will be used to evaluate this criteria:			
Successfully raised capital for crude refinery project over R15 billion	List of relevant project/s with contactable reference details given in a table 1 format	5	7%
Successfully raised capital oil and gas infrastructure project above R5billion		4	
Successfully raised capital oil and gas infrastructure project above R3billion		3	
Successfully raised capital oil and gas infrastructure project above R2billion		2	
Successfully raised capital oil and gas infrastructure project below R2billion		1	
No Project completed		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.1.3 TRANSACTION ADVISORY PROJECT LEAD (THE BIDDER SHOULD INDICATE THE PROJECT LEAD) The bidder's assigned Project Lead must have extensive skills and competency in leading large mergers and acquisitions transactions from inception up to financial close including extensive experience in valuations, negotiations, leading multi-disciplinary teams, project initiation, planning, execution and close-out. The experience must be in the oil and gas sector . The bidder must submit a comprehensive CV of the Project Lead providing information on qualifications, relevant work experience, skills, key competencies and a list of transactions successfully led in the last 10 years.			

Note: the following scoring matrix will be used to evaluate this criteria:

10 and more years' experience in similar projects	Detailed Project Lead's CV with contactable reference details	5	7%
> 8 but < 10 years' experience in similar projects		4	
8 years' experience in similar projects		3	
> 5 years but < 8 years' experience in similar projects		2	
5 years of experience in similar projects.		1	
No experience in similar projects		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.1.4 METHODOLOGY/APPROACH The bidder must demonstrate thorough understanding of the objectives and scope of work for transaction advisory services by providing a comprehensive methodology/approach to be utilised in the planning, managing and execution of the advisory projects. The critical aspects that must be addressed by the methodology must include project management, advisory, structuring, negotiations, and capital raising amongst others. The methodology must also cover the typical functions and outputs of the different work streams including technical, financial, legal, environmental, etc. Note: the following scoring matrix will be used to evaluate this criteria:			
The methodology is comprehensive and meets all the value-add critical aspects of the scope of work	Detailed Methodology	5	2,5%
The methodology is comprehensive and meets some of the value-add critical aspects of the scope of work		3	
The methodology is less comprehensive and only meets very limited value-add critical aspects of the scope of work		1	

The methodology is generic and does not meet the value-add critical aspects of the scope of work/ No methodology submitted		0	
3.1.4.2 Methodology: Time of Execution Bidder to provide a comprehensive execution programme highlighting key milestones as per seller requirements; lender requirements and buyer approval points.			
Proposed execution timeline compliance with the Seller and buyer approval process	+ ^week Float	5	2,5%
Proposed execution timeline compliance with the Seller and buyer approval process	+2-4Weeks Float	4	
Proposed execution timeline compliance with the Seller and buyer approval process	+0-2 Weeks	3	
Proposed execution timeline compliance with the Seller and buyer approval process	Zero Float	2	
Proposed execution timeline compliance with the Seller and buyer approval process	Negative Float	1	
		0	

3.2 FINANCE WORK STREAM

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.2.1 FINANCE WORK STREAM LEAD (THE BIDDER SHOULD INDICATE / ALLOCATE THE WORKTEAM LEAD) The Finance Work Stream Lead assigned to various CEF projects must have relevant experience in Financial Due Diligence projects. The experience must be in the oil and gas sector . Please provide CV of the Finance Work Stream Lead clearly listing the name of clients and work previously completed. Note: the following scoring matrix will be used to evaluate this criteria:			
10 and more years' experience in similar projects	Detailed Finance Work Stream Lead CV with contactable reference details	5	7%
> 8 but < 10 years' experience in similar projects		4	
8 years' experience in similar projects		3	
> 5 years but < 8 years' experience in similar projects		2	
5 years of experience in similar projects.		1	
No experience in similar projects		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.2.2 EXPERIENCE OF THE PROPOSED TEAM The Proposed Team assigned to the Finance work stream must have relevant experience in Financial Due Diligence projects. Please provide CV's of the Proposed Team clearly listing the name of clients and work previously completed. Note: the following scoring matrix will be used to evaluate this criteria:			
8 years and more average combined experience of the team.	CV's of the Proposed	5	

> 5 years but < 8 years average combined experience of the team.	Team clearly listing the name of clients and work previously completed	4	7%
5 years average combined experience of the team.		3	
> 3 years but < 5 years average combined experience of the team.		2	
3 years average combined experience of the team.		1	
< 3 years average combined experience of the team.		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.2.3 Team Structure Bidder must provide Finance work stream organogram of the supporting key resources and areas of accountability. NB: The proposed team should have relevant experience in the Financial Due Diligence Note: the following scoring matrix will be used to evaluate this criteria:			
Provided detailed organogram with work allocation	Finance work stream team structure	5	5%
Detailed Organogram with no work allocation		2	
No detailed organogram provided		0	

3.3 LEGAL WORK STREAM

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.3.1 LEGAL WORK STREAM LEAD (THE BIDDER SHOULD INDICATE / ALLOCATE THE WORKTEAM LEAD) The Legal Work Stream Lead assigned to the project must have relevant experience in Legal Due Diligence in projects. The experience must be in the oil and gas sector . Please provide CV of the Legal Work Stream Lead clearly listing the name of clients and work previously undertaken and completed. Note: the following scoring matrix will be used to evaluate this criteria:			
8 and more years' experience in similar projects	Detailed Legal Work Stream Lead CV with contactable reference details	5	7%
> 6 but < 8 years' experience in similar projects		4	
5 years' experience in similar projects		3	
> 3 years but < 5 years' experience in similar projects		2	
3 years of experience in similar projects.		1	
No experience in similar projects		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.3.2 EXPERIENCE OF THE PROPOSED TEAM The Proposed Team assigned to the Legal work stream must have relevant experience in Legal Due Diligence projects. Please provide CV's of the Proposed Team clearly listing the name of clients and work previously completed.			
8 years and more average combined experience of the team.	CV's of the Proposed Team clearly listing the name of	5	7%
> 5 years but < 8 years average combined experience of the team.		4	

5 years average combined experience of the team.	clients and work previously completed	3	
> 3 years but < 5 years average combined experience of the team.		2	
3 years average combined experience of the team.		1	
< 3 years average combined experience of the team.		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.3.3 Team Structure Bidder must provide Legal work stream organogram of the supporting key resources and areas of accountability. NB: The proposed team should have relevant experience in the Legal Due Diligence			
Provided detailed organogram with work allocation	Legal work stream team structure	5	5%
Detailed Organogram with no work allocation		2	
No detailed organogram provided		0	

3.4 ENGINEERING OR TECHNICAL WORK STREAM

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.4.1 Engineering or Technical WORK STREAM LEAD (THE BIDDER SHOULD INDICATE / ALLOCATE THE WORKTEAM LEAD) The Technical Work Stream Lead assigned to the project must have relevant experience in Technical Due Diligence projects. The experience must be in the oil and gas sector . Please provide CV of the Technical Work Stream Lead clearly listing the name of clients and work previously completed. Note: the following scoring matrix will be used to evaluate this criteria:			
10 and more years' experience in similar projects	Detailed Technical Work Stream Lead CV with contactable reference details	5	7%
> 8 but < 10 years' experience in similar projects		4	
8 years' experience in similar projects		3	
> 5 years but < 8 years' experience in similar projects		2	
5 years of experience in similar projects.		1	
No experience in similar projects		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.4.2 EXPERIENCE OF THE PROPOSED TEAM The Proposed Team assigned to the Technical work stream must have relevant experience in Technical Due Diligence projects. Please provide CV's of the Proposed Team clearly listing the name of clients and work previously completed.			
8 years and more average combined experience of the team.	CV's of the Proposed	5	

> 5 years but < 8 years average combined experience of the team.	Team clearly listing the name of clients and work previously completed	4	7%
5 years average combined experience of the team.		3	
> 3 years but < 5 years average combined experience of the team.		2	
3 years average combined experience of the team.		1	
< 3 years average combined experience of the team.		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.4.3 Team Structure Bidder must provide Technical work stream organogram of the supporting key resources and areas of accountability. NB: The proposed team should have relevant experience in the Legal Due Diligence			
Provided detailed organogram with work allocation	Technical work stream team structure	5	5%
Detailed Organogram with no work allocation			
No detailed organogram provided		0	

3.5 HEALTH, SAFETY AND ENVIRONMENT (HSE) WORK STREAM

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.5.1 HSE WORK STREAM LEAD (THE BIDDER SHOULD INDICATE / ALLOCATE THE WORKTEAM LEAD) The HSE Work Stream Lead assigned to the project must have relevant experience in HSE related Due Diligence projects. The experience must be in the oil and gas sector . Please provide CV of the HSE Work Stream Lead clearly listing the name of clients and work previously completed. Note: the following scoring matrix will be used to evaluate this criteria:			
10 and more years' experience in similar projects	Detailed HSE Work Stream Lead CV with contactable reference details	5	7%
> 8 but < 10 years' experience in similar projects		4	
8 years' experience in similar projects		3	
> 5 years but < 8 years' experience in similar projects		2	
5 years of experience in similar projects.		1	
No experience in similar projects		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.5.2 EXPERIENCE OF THE PROPOSED TEAM The Proposed Team assigned to this work stream must have relevant experience in HSE related Due Diligence projects. Please provide CV's of the Proposed Team clearly listing the name of clients and work previously completed.			
8 years and more average combined experience of the team.	CV's of the Proposed	5	

> 5 years but < 8 years average combined experience of the team.	Team clearly listing the name of clients and work previously completed	4	5%
5 years average combined experience of the team.		3	
> 3 years but < 5 years average combined experience of the team.		2	
3 years average combined experience of the team.		1	
< 3 years average combined experience of the team.		0	

Evaluation Criteria	Document as Evidence	Score	Weighting %
3.5.3 Team Structure Bidder must provide HSE work stream organogram of the supporting key resources and areas of accountability. NB: The proposed team should have relevant experience in the Legal Due Diligence			
Provided detailed organogram with work allocation	HSE work stream team structure	5	5%
Detailed Organogram with no work allocation		2	
No detailed organogram provided		0	

Note: The bidders who met the minimum threshold of 70% on this phase will advance to the next phase where they will be required to do Oral Presentation to support their proposal.

4 PHASE 4

EVALUATION ON ORAL PRESENTATION

4.1 ORAL PRESENTATION

The bidder must demonstrate thorough understanding of the objectives and scope of work for this assignment including proving their relevant competencies and experience by preparing and providing an oral presentation to CEF Bid Evaluation committee (Including a satisfactory response to Questions and Answers session)

At a minimum, the presentation must cover the following aspects:

- Bidding Company experience (with cases of successful transaction advisory assignment in an Oil & Gas sector, demonstrate the Experience of the team in-executing similar assignment/activities for clients in the Oil & Gas Refinery environment)
- Capital Raising strategy, activities and timelines.
- Proposed teams (Organogram) for each work stream and key competencies and the allocation of work activities to the workstreams.

Evaluation Criteria	Document as proof	Score	Weighting %
Exceedingly Comprehensive presentation adequately addressing critical aspects of the scope of work;	Oral Presentation	5	100%
Comprehensive presentation adequately addressing critical aspects of the scope of work;		4	
Moderate presentation addressing some critical aspects of the scope of work;		3	
Less comprehensive presentation addressing limited critical aspects of the scope of work;		2	
Generic presentation not addressing critical aspects of the scope of work;		1	
No presentation provided/No show		0	

Note: Bidders that meet a minimum presentation threshold of 60% (i.e. score of 3) will be deemed to have met the minimum requirements of the tender and their bids will be deemed acceptable and will be evaluated further on commercial offers.

5. PHASE 5

PRICE AND BBBEE/Commercial Evaluation

As prescribed in terms of the Preferential Procurement Policy Framework Act (PPPFA), Act 5 of 2000 and its Regulations, the following preference point systems are applicable:

- The 80/20 system for requirements with a Rand value of up to Fifty Million Rand (R50,000,000 including all applicable taxes);

a) Price Criteria

[Weighted score 80 points]

Evaluation Criteria
Commercial offer
- Commercial discounts - Exchange rate exposure

CEF (SOC) Ltd will utilise the following formula in its evaluation of Price:

$$PS = 80 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right)$$

Where:

Ps = Score for the Tender under consideration

Pt = Price of Tender under consideration

Pmin = Price of lowest acceptable Tender

b) Broad-Based Black Economic Empowerment criteria

[Weighted score 20 points]

B-BBEE - current scorecard / B-BBEE Preference Points Claims Form

AND

- The 90/10 system for requirements with a Rand value above Fifty Million Rand (R50,000,000 including all applicable taxes).

c) Price Criteria

[Weighted score 90 points]

Evaluation Criteria
Commercial offer
- Commercial discounts - Exchange rate exposure

CEF (SOC) Ltd will utilise the following formula in its evaluation of Price:

$$PS = 90 \left(1 - \frac{Pt - P_{min}}{P_{min}} \right)$$

Where:

Ps = Score for the Tender under consideration

Pt = Price of Tender under consideration

Pmin = Price of lowest acceptable Tender

d) Broad-Based Black Economic Empowerment criteria

[Weighted score 10 points]

B-BBEE - current scorecard / B-BBEE Preference Points Claims Form

Note: The lowest acceptable tender will be used to determine the applicable preference point system;

Table 1: (Document format for Company Experience)

Name of the project and year completed	The role of your company	Monetary size of the project	Project details/description	Contactable reference for each of the project
				Name: Designation: Contact number: Email address:

[Note to the Bidder: The Bidder may provide this information in a separate page provided it enlist the information required per the template and it is clearly marked that it is responding to this Technical Evaluation Criteria.]