

Annexure "B" Item 3

Original



**ARMSCOR**  
AERONAUTICS & MARITIME LOGISTICS

**Pilatus Astra SYSTEM**  
**PSS CONTRACT ADJUDICATION**

*ADJUDICATION QUESTIONNAIRE FOR ASSESSMENT OF PROPOSALS FROM  
PROSPECTIVE CONTRACTORS*

This document is based on procedures prescribed in KP097 for the purpose of contractor selection in a multi-source environment. It also provides a level of transparency to potential defence contractors with regard to the selection process.

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# Value System for the Pilatus Astra SYSTEM PSS Tender Adjudication.

## 1. Scope

This document is intended for use by the Evaluating Team to adjudicate the tenders for the PILATUS ASTRA SYSTEM WITHIN THE SAAF. Each evaluator received a copy that was completed and signed. The data from all evaluators was collated and this final report issued in accordance with KP097, "Guidelines For The Evaluation Of Competing Proposals". A graphical overview of the procedure contained within this document is presented on page 5.

## 2. Background

Request for Tender ELGS/99/856 (incorporating document PILATUS ASTRA RFP/99.PRODUCT SUPPORT RFP) was issued in February 2000 and was received on 11 MAY 2000 from the following firms:

PILATUS

DENEL AVIATION

ATE

The tender appeared in the Armscor Bulletin.

The tenders are valid until 11 Aug 2000.

## 3. Organisation

The size of the contract only warrants a single tier management and evaluation team, which can be audited by Armscor auditors.

### 3.1. Evaluation Team

*The Evaluation Team comprises the following members:*

Col. T. Visser

Pilatus Astra Weapon Support System Manager.

Lt. Col S. Janse van Rensburg Pilatus Astra Product Support System Manager

Lt Col J. van den Berg

OC 8 Air Servicing Unit

Mr. D.B. Fouché

(ARMSCOR), Programme Manager (Chairman)

**3.2. Schedule of Events**

The final report on the results of the adjudication process must be made available within 10 working days after completion of the adjudication questionnaire (this document). Ad-hoc meetings shall be scheduled as required.

**4. Adjudication Instructions**

All entries are to be completed in ink.

Except where otherwise indicated, all questions must be completed.

Any questions that are not completed will be ignored during calculations.

All queries are to be directed to Mr. D.B. Fouché at (021) 510-6293.

This document is to be returned to Mr. D.B. Fouché, duly completed and signed.

**5. Undertaking by Evaluator**

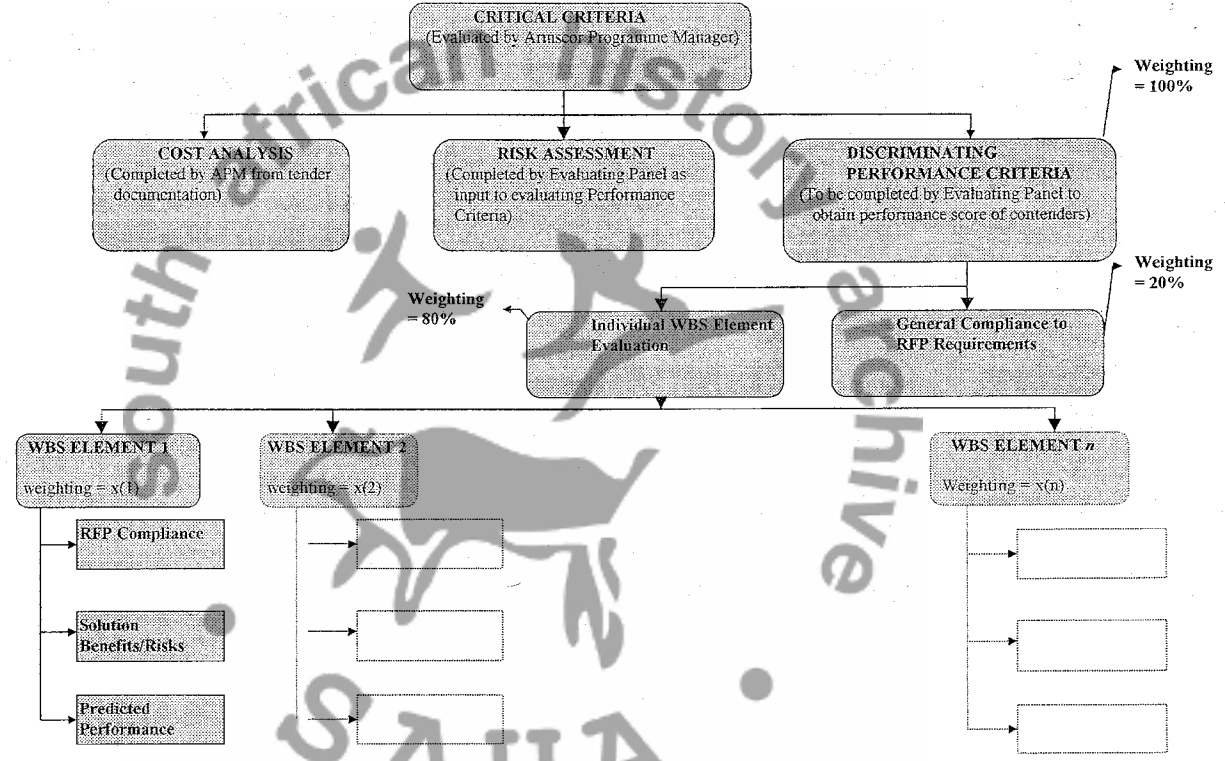
*The evaluator hereby confirms that this adjudication has been completed by himself to his best ability, and is a true reflection of his judgment of the tender proposals.*

*The evaluator further agrees:*

- a) That he is in agreement with the value system*
- b) That to the best of his knowledge the procedures followed has been fair*
- c) To accept the recommendation of the report based on the adjudication panel's judgment*

Signed: \_\_\_\_\_ Date:

GRAPHICAL OVERVIEW THE TENDER ADJUDICATION PROCESS AS PRESENTED BY THIS DOCUMENT



## 6. Critical Performance Criteria Assessment

The tenders had been assessed by the ARMSCOR Programme Manager in accordance with the following Critical Criteria. (refer Doc RFP ELGS/99/856 clause 2.5.1).

	Criterion	PILATUS AIRCRAFT	DENEL AVIATION	C
1	The Tenderer has been granted or applied for Armscor Accreditation (Armscor Security Division)	9	9	
2	The Contractor shall clearly list the range of equipment (must be certified agent of listed equipment) to be supported at his own workshop. Capability to supply technical documentation, spares, calibration and repair services must be stipulated.	7	9	
3	The Contractor shall submit copies of back to back contracts placed on all listed subcontractors to the effect that they are prepared to supply the support services on the equipment not directly supplied by the Offerer. The applicable labour rates, spares mark-up and calibration costs must be included in this agreements.	8	8	
4	The Contractor shall include in his offer a Certificate of Compliance as specified in paragraph 1.5.2	8	8	

### NOTE:

A Tenderer not complying with any one of the above critical criteria, is immediately eliminated at this point.

## 7. General Contractor Risk Assessment

When allocating the values to be assigned in Section 10, the evaluator must consider factors concerning each Contender that affect the uncertainty in the outcome of Technical, Financial and Schedule performance of the specific Contender. Although these risk elements will not be specifically addressed in the weighted value system (see Section 8), ***your responses to the risk analysis below should modify your evaluation of the Contractor's Predicted Performance in Section 10.2 of this document.*** Your probability assessment for predicted performance in that section will thus include the intrinsic risk associated with the specific Contender as depicted below, as well as the intrinsic risk associated with the technical solution he offers for each WBS element (e.g. you may indicate that the probability of failure on a certain WBS element listed in 10.2 may

be 30% due to high Contractor related risks identified in this section, although his technical solution (SOW) may be totally acceptable).

Use the following checklist as a guide to assessing the Contractor's Risk Profile (*Low, Medium, High, Not Applicable, Uncertain*). Add any additional or alternative risks as you deem necessary:

	Risk Factor	PILATUS AIRCRAFT	DENEL AVIATION	C
1.1	Risk Management: For example Risk Abatement Strategies of the company for this project and the company Risk Attitude. Attitudes and strategies, perceptions and preferences towards defense may all play a part.	L	U	
1.2	Key Management Personnel: Experience, academic qualification, management expertise, current commitments and availability, etc.	M	M	
1.3	Organizational Structure: Board members, equity structure (who owns who), accountability for this program at senior management level, project organization and manpower planning.	L	M	
1.4	Financial Management: Current financial stability, cash flow considerations, project funding and capital outlay	L	L	
1.5	Project management and Sub contractor management capability, risk abatement and management	L	M	
1.6	Current Contracts: performance on current contracts, nature of current contracts	M	M	
1.7	Previous Contracts: Nature and performance on previous contracts	L	L	
1.8	Customer Satisfaction: Feedback regarding customer satisfaction both on current and previous contracts	L	M	
1.9	Infrastructure and Facilities: Access to specialized equipment, processes and infrastructure	L	L	
2.0	Special Expertise: The level of manpower skills in-house and the ability to out-source other specialized expertise	L	L	
2.1	Strategic Technologies: Access to key technologies	L	L	
2.2	Quality System: A Quality system certified by an independent body to ISO 9001/2/3 as appropriate and required by Armscor accreditation.	L	L	
2.3	Quality Performance: Latest quality performance of the organization with respect to the quality of their products	L	M	



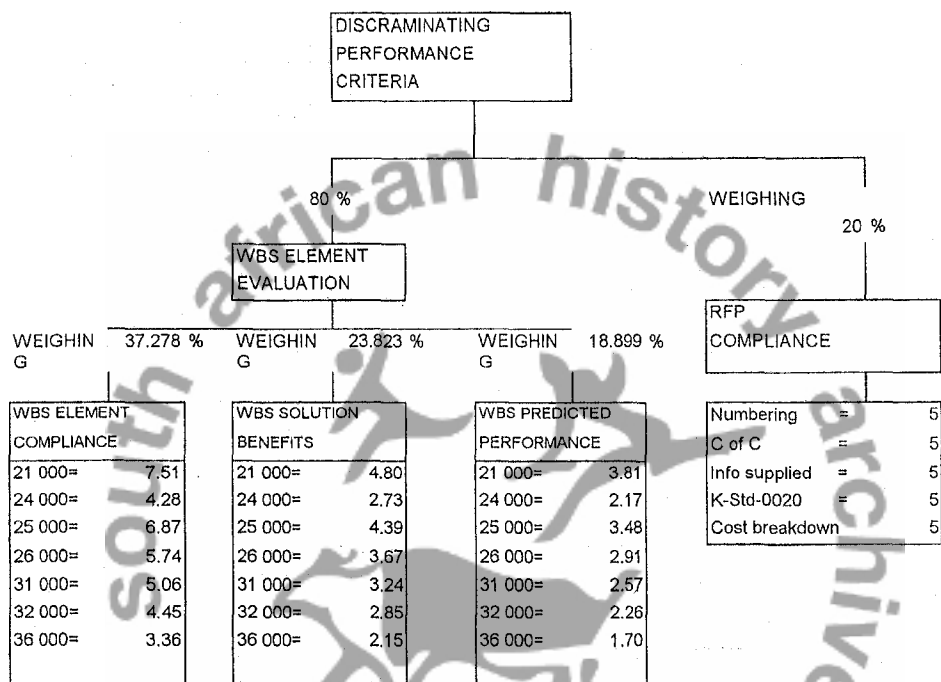
	Risk Factor	PILATUS AIRCRAFT	DENEL AVIATION	C
	and/or services.			
2.4	Quality Audits: Results of the latest quality audits performed by Armscor Quality Department	L	L	
2.5	Foreign Content - its impact on schedule and cost and technical performance	L	L	
3.0	Assumptions and Interdependencies - Any assumptions that the Contender has made and their interdependency on other companies or the customer.	L	M	
3.2	Other			



## 8. Value Tree and Weights

The value tree and relevant weights for this evaluation are as follows:

### Critical Performance Criteria Assessment Value System Tree for the Support Services



WBS	DESCRIPTION
22 000=	Technical publications
24 000=	Infrastructure and facilities
25 000=	Maintenance management system
26 000=	Maintenance and repair
31 000=	Design expertise
34 000=	Reliability and maintainability
36 000=	Logistic support analysis

**PLEASE NOTE: WBS ELEMENT WEIGHTS CORRESPOND TO THE WEIGHTINGS ALLOCATED BY AN APPOINTED PANEL; SEE DOCUMENT Pilatus Astra RFP/99 XCEL dated 3 May 2000**

**9. Value Functions**

The following value functions have been decided upon to quantify **Compliance**, **WBS Element Evaluation** and **Cost Assessment** respectively.

**9.1. Compliance (General & WBS Element)**

Fails in all Respects	0
Partial Compliance	1 - 8
Complies in Full	9
Exceeds Requirements	10

**9.2. Solution Benefits**

None	0
Marginal	5
Significant	10

**9.3. Predicted Performance**

Will FALL SHORT of Performance Criteria as Quoted	3
Will MEET Performance Criteria as Quoted	9
Will EXCEED Performance Criteria as Quoted	10

## 10. Discriminating Performance Criteria Assessment

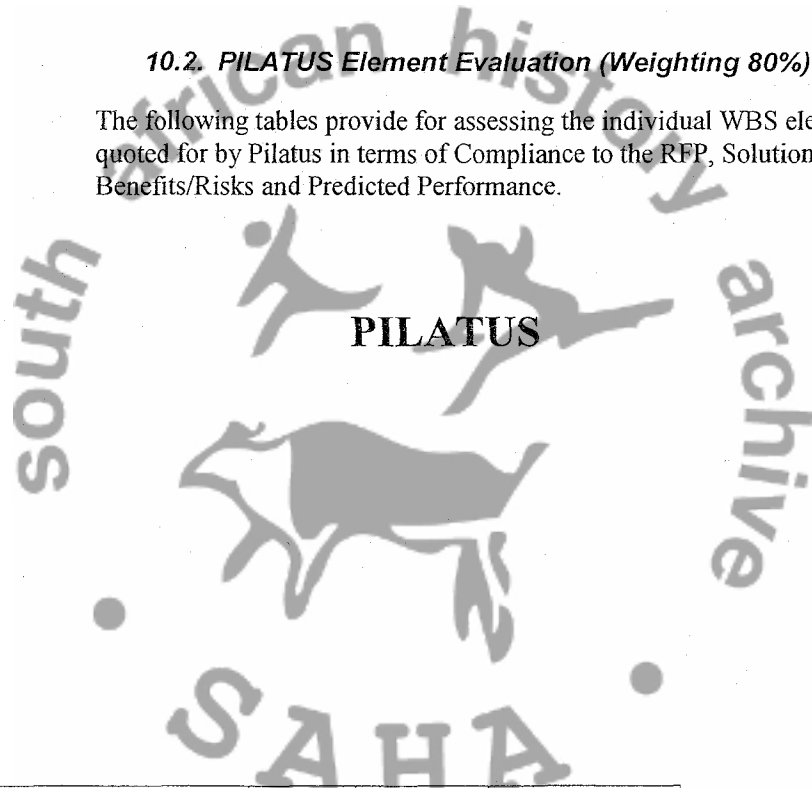
### 10.1. General Compliance (Weighting 20%)

Assess proposals by placing a suitable value in the appropriate box. Please note that this criteria involves overall compliance of the relevant proposals to the requirements and instructions stated in the RFP and are not meant as a measurement of technical performance and/or cost.

Criteria	Weight	PILATUS AIRCRAFT				DENE AVIATION				C			
		Fails in all respects (0)	Partially Complies (1-5)	Complies in Full (9)	Exceeds the Requirement (10)	Fails in all respects (0)	Partially Complies (1-5)	Complies in Full (9)	Exceeds the Requirement (10)	Fails in all respects (0)	Partially Complies (1-5)	Complies in Full (9)	Exceeds the Requirement (10)
Headings & Numbering (RFP par. 1.5.1)	5			9			7						
Certificate(s) of Compliance (RFP par. 1.5.2)	5			9			9						
INFO SUPPLIED (RFP par. 1.5.3)	5				10			9					
Compliance to K-STD-0020 (RFP par. 1.5.6)	5			9			6						
Detailed Cost Breakdowns (RFP par. 1.5.8)	5		8				8						
COMMENTS BY EVALUATOR		- Financial breakdown not follow RFP numbering - Penalties as per K-STD-0020 para. 32 excluded.											

### 10.2. PILATUS Element Evaluation (Weighting 80%)

The following tables provide for assessing the individual WBS elements as quoted for by Pilatus in terms of Compliance to the RFP, Solution Benefits/Risks and Predicted Performance.



WBS 21 000 Material Support Supply Management		Pilatus		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 7	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
			9	
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible Benefit other than cost or risk. If so, please motivate:				
	None	Marginal	Significant	X
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses:				
	None	X	Marginal	Significant
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	
	1%	70%	29%	

WBS 22 000 TECHNICAL PUBLICATIONS		<b>Pilatus</b>		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 8	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
			9	
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.				
	None	Marginal	Significant	X
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses.				
	None	Marginal	X	Significant
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	
	5%	80%	15%	

WBS 26 000 MAINTENANCE AND REPAIR		Pilatus		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 9	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
			9	
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.				
	None	Marginal	X	Significant
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses.				
	None	X	Marginal	Significant
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
EXAMPLE: You estimate that Tenderer A has a 50% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted		Will MEET Performance Criteria as Quoted	
	10%		60%	
			Will EXCEED Performance Criteria as Quoted	
			30%	



WBS 31 000 DESIGN EXPERTISE		<b>Pilatus</b>			
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.					
RFP paragraph 10	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)	
				10	
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.					
	None	Marginal	Significant	X	
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses:					
	None	X	Marginal	Significant	
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution/Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.					
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.					
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted		Will MEET Performance Criteria as Quoted		Will EXCEED Performance Criteria as Quoted
	10%		70%		10%

WBS 32 000 SYSTEM EXPERTISE		Pilatus		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 11	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
			9	
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.				
	None	Marginal	Significant	X
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses:				
	None	X	Marginal	Significant
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 50% chance of exceeding, a 40% chance of failing, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	
	5%	90%	5%	

**WBS 33 000  
CONFIGURATION  
MANAGEMENT**

**Pilatus**

**A. COMPLIANCE TO RFP WBS REQUIREMENTS:** Tenders must be assessed by placing a suitable value in the appropriate block.

RFP paragraph 12	Fails in all respects (0)	Partially Complies (1-8) 7	Complies in Full (9)	Exceeds the Requirement (10)

**B. SOLUTION BENEFITS:** Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible Benefit other than cost or risk. If so, please motivate.

None	Marginal	X	Significant

**C. SOLUTION RISKS:** Indicate by way of marking with an X, what Level of Risk the solution offered poses.

None	Marginal	X	Significant

**D. PREDICTED PERFORMANCE:** Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.

*EXAMPLE:* You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.

THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted
	30%	60%	10%

### 10.3. Denel Element Evaluation (Weighting 80%)

The following tables provide for assessing the individual WBS elements as quoted for by Denel Aviation in terms of Compliance to the RFP, Solution Benefits/Risks and Predicted Performance.

**DENEL AVIATION**

WBS 21 000 Material Support Supply Management	<b>Denel Aviation</b>			
<b>A. COMPLIANCE TO RFP WBS REQUIREMENTS:</b> Tenders must be assessed by placing a suitable value in the appropriate block				
RFP paragraph 7	Fails in all respects (0)	Partially Complies (1-8) 4	Complies in Full (9)	Exceeds the Requirement (10)
<b>B. SOLUTION BENEFITS:</b> Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible Benefit other than cost or risk. If so, please motivate.				
	None	Marginal	X	Significant
<b>C. SOLUTION RISKS:</b> Indicate by way of marking with an X, what Level of Risk the solution offered poses:				
	None	Marginal	X	Significant
<b>D. PREDICTED PERFORMANCE:</b> Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.				
<b>THE PERCENTAGE PROBABILITY THAT THE TENDERER:</b>	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	
	60%	39%	1%	

WBS 22.000  
TECHNICAL  
PUBLICATIONS

**Denel Aviation**

**A. COMPLIANCE TO RFP WBS REQUIREMENTS:** Tenders must be assessed by placing a suitable value in the appropriate block.

RFP paragraph 8	Fails in all respects (0)	Partially Complies (1-8) 4	Complies in Full (9)	Exceeds the Requirement (10)

**B. SOLUTION BENEFITS:** Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.

	None	Marginal	X	Significant

**C. SOLUTION RISKS:** Indicate by way of marking with an X, what Level of Risk the solution offered poses:

	None	Marginal	X	Significant

**D. PREDICTED PERFORMANCE:** Taking your risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.

*EXAMPLE:* You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.

THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted
		20%	70%

<b>WBS 26 000 MAINTENANCE AND REPAIR</b>		<b>Denel Aviation</b>		
<b>A. COMPLIANCE TO RFP WBS REQUIREMENTS:</b> Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 3.1.4	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
		5		
<b>B. SOLUTION BENEFITS:</b> Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.				
	None	Marginal	X	Significant
<b>C. SOLUTION RISKS:</b> Indicate by way of marking with an X, what Level of Risk the solution offered poses:				
	None	Marginal	X	Significant
<b>D. PREDICTED PERFORMANCE:</b> Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash-Flow Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.				
<b>THE PERCENTAGE PROBABILITY THAT THE TENDERER:</b>	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	
	45%	45%	10%	

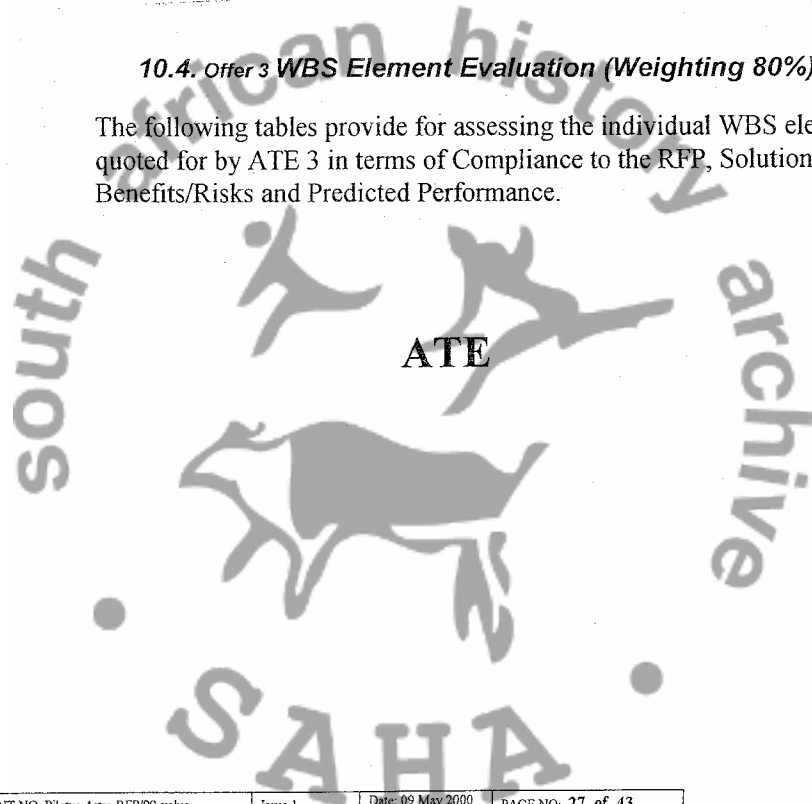
WBS 31.000 DESIGN EXPERTISE	<b>Denel Aviation</b>			
<b>A. COMPLIANCE TO RFP WBS REQUIREMENTS:</b> Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 10	Fails in all respects (0)	Partially Complies (1-8) 5	Complies in Full (9)	Exceeds the Requirement (10)
<b>B. SOLUTION BENEFITS:</b> Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.				
	None	Marginal	X	Significant
<b>C. SOLUTION RISKS:</b> Indicate by way of marking with an X, what Level of Risk the solution offered poses:				
	None	Marginal	X	Significant
<b>D. PREDICTED PERFORMANCE:</b> Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE: You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.</i>				
<b>THE PERCENTAGE PROBABILITY THAT THE TENDERER:</b>	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	
	30%	60%	10%	



WBS 33 000 CONFIGURATION MANAGEMENT		Denel Aviation		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block				
RFP paragraph 12	Fails in all respects (0)	Partially Complies (1-8) 7	Complies in Full (9)	Exceeds the Requirement (10)
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible Benefit other than cost or risk. If so, please motivate.				
	None	Marginal	X	Significant
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses				
	None	Marginal	X	Significant
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding a 10% chance of failing, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	
	40%	50%	10%	

**10.4. Offer 3 WBS Element Evaluation (Weighting 80%)**

The following tables provide for assessing the individual WBS elements as quoted for by ATE 3 in terms of Compliance to the RFP, Solution Benefits/Risks and Predicted Performance.



WBS 21 000 Material Support Supply Management		ATE		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block				
RFP paragraph 7	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible Benefit other than cost or risk. If so, please motivate.				
	None	Marginal	Significant	
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses:				
	None	Marginal	Significant	
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	

WBS 22 000 TECHNICAL PUBLICATIONS		ATE		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 8	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.				
	None	Marginal	Significant	
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses:				
	None	Marginal	Significant	
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 30% chance of failing, and a 10% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	

WBS 26 000 MAINTENANCE AND REPAIR		ATE		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 9	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.				
	None	Marginal	Significant	
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses.				
	None	Marginal	Significant	
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
EXAMPLE: You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of falling, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	

WBS 31-000  
DESIGN EXPERTISE

ATE

A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.

RFP paragraph 10	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)

B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.

	None	Marginal	Significant

C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses.

	None	Marginal	Significant

D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.

EXAMPLE: You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.

THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted

WBS 32 000 SYSTEM EXPERTISE		ATE		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 11	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible benefit other than cost or risk. If so, please motivate.				
	None	Marginal	Significant	
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses:				
	None	Marginal	Significant	
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risks above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	

WBS 33 000 CONFIGURATION MANAGEMENT		ATE		
A. COMPLIANCE TO RFP WBS REQUIREMENTS: Tenders must be assessed by placing a suitable value in the appropriate block.				
RFP paragraph 12	Fails in all respects (0)	Partially Complies (1-8)	Complies in Full (9)	Exceeds the Requirement (10)
B. SOLUTION BENEFITS: Indicate by way of marking with an X, if the solution offered by the Tenderers holds any tangible/intangible Benefit other than cost or risk. If so, please motivate.				
	None	Marginal	Significant	
C. SOLUTION RISKS: Indicate by way of marking with an X, what Level of Risk the solution offered poses.				
	None	Marginal	Significant	
D. PREDICTED PERFORMANCE: Taking your Risk assessment of the Tenderer (Section 7) and the Solution Risk above into account, indicate by way of specifying the appropriate probability, the performance that you predict the Tenderer will achieve at the end of the contract period. This must be accomplished by placing an appropriate percentage in each of the three blocks allocated to each Tenderer (adding up to 100% per Tenderer). Aspects such as Technical Content, Cash Flow, Schedules, etc. must be taken into account.				
<i>EXAMPLE:</i> You estimate that Tenderer A has a 60% chance of exceeding, a 10% chance of failing, and a 30% chance of meeting criteria.				
THE PERCENTAGE PROBABILITY THAT THE TENDERER:	Will FALL SHORT of Performance Criteria as Quoted	Will MEET Performance Criteria as Quoted	Will EXCEED Performance Criteria as Quoted	



## 11. COST ANALYSIS

### 11.1 Fixed Price comparison

F = Fixed price and NF = Not Fixed price

RFP Ref.	ACTIVITY	Offer 1	Average deviation	Offer 2	Average deviation	Offer 3	Average deviation	Average Value	Estimated Value	Estimate min average	Price F/NF	WBS
6.4	Management - Admin								1,137,953	1,137,953	F	10 000
	Support Management								500,000	500,000	F	
	Maintenance Management								500,000	500,000	F	
7.6	Materiel supp. Management								819,335	819,310	NF	21 000
8.5	Technical publications								724,881	724,881	NF	22 000
9.12	Maintenance and repair								1,628,861	1,628,861	NF	26 000
10.5	Design expertise								1,156,971	1,156,971	NF	31 000
11.5	System expertise								643,973	643,973	NF	32 000
12.8	Configuration management								477,958	477,958	NF	33 000

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11.2 Man-hour rate comparison

Budgeted man-hour rate.

Man-hour rates	Management	Materiel supp. & Managem.	Technical Pubs.	Maint. & repair	Design Expertise	System Expertise	Config. Management
Pilatus	639	639	639	559	851	688	639
Denel aviation	329	329	329	329	329	329	329
Advanced Tech. & Eng.	452	321	321	321	452	321	321
Grintek	303	303	303	303	303	303	303
Kentron	349	349	349	349	349	349	349
Tallemut	303	303	303	303	303	303	303
Altech Defence Systems	328	328	328	328	328	328	328
Eros							

Pilatus man-hour rate

Man-hour rates	Management	Materiel supp. & Managem.	Technical Pubs.	Maint. & repair	Design Expertise	System Expertise	Config. Management
Pilatus							
Denel aviation							
Advanced Tech. & Eng.							
Grintek							
Kentron							
Tallemut							
Altech Defence Systems							
Eros							

**Denel man-hour rate.**

<b>Man-hour rates</b>	Management	Materiel supp. & Managem.	Technical Pubs.	Maint. & Repair	Design Expertise	System Expertise	Config. Management
Pilatus							
Denel aviation							
Advanced Tech. & Eng.							
Grintek							
Kentron							
Tallemut							
Altech Defence Systems							
Eros							

**Average man-hour rate offered.**

<b>Man-hour rates</b>	Management	Materiel supp. & Managem.	Technical Pubs.	Maint. & repair	Design Expertise	System Expertise	Config. Management
Pilatus	0	0	0	0	0	0	0
Denel aviation	0	0	0	0	0	0	0
Advanced Tech. & Eng.	0	0	0	0	0	0	0
Grintek	0	0	0	0	0	0	0
Kentron	0	0	0	0	0	0	0
Tallemut	0	0	0	0	0	0	0
Altech Defence Systems	0	0	0	0	0	0	0
Eros	0	0	0	0	0	0	0

**Pilatus man-hour rate compared to average offered.**

<b>Man-hour rates</b>	Management	Materiel supp. & Managem.	Technical Pubs.	Maint. & Repair	Design Expertise	System Expertise	Config. Management
Pilatus	0	0	0	0	0	0	0
Denel aviation	0	0	0	0	0	0	0
Advanced Tech. & Eng.	0	0	0	0	0	0	0
Grintek	0	0	0	0	0	0	0
Kentron	0	0	0	0	0	0	0
Tallemut	0	0	0	0	0	0	0
Altech Defence Systems	0	0	0	0	0	0	0
Eros	0	0	0	0	0	0	0

**Denel man-hour rate compared to average offered.**

<b>Man-hour rates</b>	Management	Materiel supp. & Managem.	Technical Pubs.	Maint. & repair	Design Expertise	System Expertise	Config. Management
Pilatus	0	0	0	0	0	0	0
Denel aviation	0	0	0	0	0	0	0
Advanced Tech. & Eng.	0	0	0	0	0	0	0
Grintek	0	0	0	0	0	0	0
Kentron	0	0	0	0	0	0	0
Tallemut	0	0	0	0	0	0	0
Altech Defence Systems	0	0	0	0	0	0	0
Eros	0	0	0	0	0	0	0

**Budgeted man-hour rate compared to average offered.**

<b>Man-hour rates</b>	<b>Management</b>	<b>Materiel supp. &amp; Managem.</b>	<b>Technical Pubs.</b>	<b>Maint. &amp; repair</b>	<b>Design Expertise</b>	<b>System Expertise</b>	<b>Config. Management</b>
Pilatus	638.55	638.55	638.55	559.35	851.4	688.05	638.55
Denel aviation	328.81	328.81	328.81	328.81	328.81	328.81	328.81
Advanced Tech. & Eng.	451.69	321.2	321.2	321.2	451.69	321.2	321.2
Grintek	302.5	302.5	302.5	302.5	302.5	302.5	302.5
Kentron	348.7	348.7	348.7	348.7	348.7	348.7	348.7
Tallemut	302.5	302.5	302.5	302.5	302.5	302.5	302.5
Altech Defence Systems	327.95	327.95	327.95	327.95	327.95	327.95	327.95
Eros	0	0	0	0	0	0	0

12 EVALUATION CHECK LIST

**Pilatus Astra PSS proposal  
evaluation**

Items will rated between 1 and 10

C = Comply

NC = Non compliance

Item	RFP		Offer 1		Offer 2		Offer 3		Remarks
	Para.	Activity	Rate	Compliance	Rate	Compliance	Rate	Compliance	
1	2	General instructions							
2	2.1	Format and presentation							
3	2.2	Certificate of compliance							
4	2.3	SOW structure							
5	2.4	Tender compliance							
6	2.5	Value system							
7	2.5.1	Critical criteria							
8	2.5.1.1	Accredited supplier							
9	2.5.1.2	Equipment list							
10	2.5.1.3	Back to back proposals							
11	2.5.2	Discriminating criteria							
12	2.6	Alternative replies							
13	2.7	K-STD-20 compliance							
14	2.8	Starting date							
15	2.9	Costing (App. C,D & E)							
16	2.1	Offers not complying							
17	2.11	Adjudication criteria							
18	3	<b>Contracting issues</b>							
19	3.1	Philosophy							
20	3.2	Certification							
22	3.3	Contracting model							
23	3.3.1	Admin. management							
24	3.3.2	Int. Maint. Log.							
25	3.3.3	Specialized manpower							

Items will be rated between 1 and 10

C = Comply

NC = Non compliance

Item	RFP Para.	Activity	Offer 1 Rate	Compliance	Offer 2 Rate	Compliance	Offer 3 Rate	Compliance	Remarks
26	3.9	Warranty							
27	3.1	Work element retraction							
28	3.11	Insurance							
29	3.12	Early termination							
30	3.14	Negotiations (sub-contr)							
31	3.15	Facility audits							
32	4	Costing							
33	4.1	Total price breakdown							
34	4.2	36 Month contract							
35	4.3	Auditability							
36	4.4	Fixed cost breakdown							
37	4.5	Spares mark-up							
38	4.6	Man hour tariffs							
39	4.7	Ad hoc tasks							
40	4.8	Costed options							
40	4.9	Reasonableness							
	4.10	Savings							
	4.11	Cost distribution							
	4.12	Penalties							
	6	Management							
	6.1	Aim							
	6.1.1	Sub contracting							
	6.1.2	Contract admin.							
	6.1.2.1	Main contract							
	6.1.2.2	Sub contracts							
	6.2	PHS&T							
	6.2.3	Expertise							
	6.2.3.1	Management support							
	6.2.3.2	Maintenance support							

Items will rated between 1 and 10

C = Comply

NC = Non compliance

Item	RFP Para.	Activity	Offer 1 Rate	Comp-liance	Offer 2 Rate	Comp-liance	Offer 3 Rate	Comp-liance	Remarks
	6.3	Statement of work							
	6.4	Costing (Fixed)							
	7	<b>Mat.supply, support &amp; man.</b>							
	7.4	SOW							
	7.5	PHS&T							
	7.6	Costing Mat. Sup.&man							
		Costing -PHS&T							
	8	<b>Tech. Publications</b>							
	8.4	SOW							
	8.5	Costing							
	9	<b>Maint. And repair</b>							
	9.4	Certification							
	9.5	Certification documentation							
	9.6	Quality assurance							
	9.7	Mods. & bulletins							
	9.8	Task quoting							
	9.8.1	Routine tasks							
	9.8.2	LRU repairs							
	9.9	SOW							
	9.1	Routine maint. For LRUs SOW							
	9.11	Unscheduled maint SOW							
	9.12	Costing							
	9.12.4	Repair / overhaul - fixed price							
	10	<b>Design expertise</b>							
	10.3	Objective							
	10.4	SOW							
	10.5	Costing							
	11	<b>System expertise</b>							
	11.3	Objective							