

RFP EVALUATION CRITERIA MATRIX

UPINGTON - KAKAMAS HOAC-HO -

INTEGRATED & OPTIMISED OPERATIONAL SOLUTION (RETURNABLE 1)

Operating Experience & Capability

Details relating to freight/passenger rail, road/sea freight transport or transport logistics operations that the respondent has been involved in.

Industry structure experience relevant to the point above

Track record in the last 5-yr period (incl. accident-, and safety stats, volumes, passenger and kilometres)

Operating Plan

The Respondent's minimum operating standards

Proposed routes and service frequency

Minimum volume requirements

Size of the required rolling stock fleet

Strategies that ensures quality of service, planned business growth and business continuity

Understanding and expectations of Transnet's role in respect of operational interfaces and dependencies

Understanding and expectations of operations in respect of operational interfaces and dependencies

INFRASTRUCTURE MANAGEMENT & MAINTENANCE (RETURNABLE 2)

Maintenance Experience and Capability

Details of maintenance and procuring of maintenance of rail-, transport-, and built environment

Infrastructure experience / expertise

Industry structure experience relevant to the point above

CV's of the personnel with the experience furnished above

Asset Management Strategy

Implementation of continuous improvement programme that optimises capacity, availability, reliability & cost

Ability to meet and improve upon infrastructure performance requirements during concession period

Ability to adapt to variation in maintenance demands as the infrastructure requirements changes and/or as the infrastructure evolves

Outline of major physical & technical resources required in the delivery of scheduled & reactive infrastructure maintenance

Approach and ability to ensure the spares / rotatable pool is appropriate to meet the maintenance demands

Asset Management System

Description of the asset management system

Infrastructure Asset Maintenance Plan

Overview of the planned maintenance and renewals activity for each asset class for the concession period

A rolling AAMP within the framework of the IAMP, covering the first 3yrs describing the actual planned activities & associated budget

A monitoring, reporting and review regime covering configuration & financial data
Hand-Back Condition of Infrastructure
Infrastructure hand-back condition in respect of perway & station infrastructure at expiry of concession
Infrastructure hand-back condition in respect of perway & station infrastructure on early termination of c
SAFETY PLAN (RETURNABLE 3)
Rail Safety Commitment
Commitment to rail safety including general approach to safety management & safety management system expertise & capability to integrate that with inherited safety management systems
Commitment to a culture of continual safety improvement throughout the concession period
Rail Safety Plan
Outline how Safety Permit from the RSR will be obtained & how the Safety Management System will be d
Outline of risk management, key staff employment, development of safety culture, proposed improvements to railway safety performance, & timetable detailing tasks, milestones and delivery dates
Draft Application for Safety Permit(s)
Draft application for a safety permit
TRANSITION PLAN (RETURNABLE 4)
Demonstration of Respondent's ability and plan to achieve timely concession commencement
The management & briefing of key media following announcement of concession award in consultation with
Respondent's approach and ability to work with the stakeholders in achieving successful transition
On-going communication to customers & all stakeholders providing re-assurance of a seamless transition and continued service levels
Recruitment & training of new employees by the Concessionaire
Identification of any risks arising as a result of the transition & plans to mitigate their impact on Transnet, its customers & other stakeholders
Management of the branding and marketing of the services during the transition period
Delivery of obligations in relation to conditions precedent under the concession agreement & ancillary agre
COMMERCIAL ACCEPTABILITY (RETURNABLE 5)
Bidder Information and Consortium Structure
Bidder Structure
Consortium Agreement
Lender Term Sheets
Competition Commission Statement
Concession Agreement
Risk Allocation
Proposed Amendments
Ancillary Agreements
Pass-down of Concessionaire Obligations
Interface Issues between Counterparties
REAL ESTATE PLANS (RETURNABLE 6)
Real Estate Development plans
Detailed Investment plan with Financials including debt equity ratio's
Property Plan
Maintenance Plan with budget cashflows
Risk & Compliance Management

Property Management Safety Plan
Environmental Management Plan
Public Liability Insurance
Take over plan including registration of utility accounts in own name & paying deposits to the service provider
Lease Ceding Plan (where applicable)
FINANCIAL ARRANGEMENTS (RETURNABLE 7)
Financial Offer Summary
Concession Fee
Quantum of CAPEX in Infrastructure Upgrade
Freight Volume & Revenue Forecasts
Proposed Access & Haulage Rates
Performance bond
Key Financial Ratios
Financial / Balance Sheet Strength of the Consortium
Assumptions Book
Financial & Pricing Assumptions
Forecasting Methodology Associated with Revenue & Cost Parameters
Business & Operational Drivers as well as other Qualitative Assumptions
Financial Model
Compatibility & Accessibility of the Model
Robustness and Supportiveness of Model to the Proposal
HUMAN RESOURCES (RETURNABLE 8)
Human Resources Strategy
Skills Capability
Human Resources Plan
Job employment and sustainability
Industrial/Labour Relations Management Plan
Business Policies

Section Weights 100%	Range
13,0%	
7,0%	
2,5%	
2,5%	
2,0%	
6,0%	
0,85%	
0,85%	1. (1 - 2) 2. (3 - 4) 3. (4 - 5) 4. (5+)
0,85%	1. (1 - 50 000) mtpa 2. (50 001 - 100 000) 3. (100 001 - 200 000) 4. (200 001 - 500 000) 5. 500 001+
0,85%	1. (1 -3) 2. (4 - 5) 3. (5 - 6) 4. (6 - 7) 5. (7+)
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Overall Weighting

Financial Offer Summary

Concession Fee

Quantum of CAPEX in Infrastructure Upgrade

Freight Volume & Revenue Forecasts

Proposed Access & Haulage Rates

Performance bond

Key Financial Ratios

Assumptions Book

Business & Operational Drivers as well as other Qualitative Assumptions

Financial Model

Compatibility & Accessibility of the Model

Robustness and Supportiveness of Model to the Proposal

30%

<u>Keep / Don't Keep</u>	<u>Scale/Range</u>	<u>Comments</u>
✓	Yes	Determine range for scoring
✓	Yes	Determine range for scoring
✓	Yes	Determine range for scoring
✓	Yes	Determine range for scoring
✓		Does this refer to volume commitment(s)? Should this not be part of the Commercial reqs?
✓	Yes	Can be limited to liquidity ratios Is it a Financial or Commercial? Rule to calculate a termination fee
✓	??	Is this item necessary for the evaluation? How do we score it?
✓	??	How do we score this item? Do we verify that a model is submitted only?
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Range

1. (R1 - R200 000) pa
2. (R200 001 - R500 000)
3. (R500 001 - R1 000 000)
4. (R1 000 001 - R5 000 000)
5. R5 000 001+

1. (R1 - R2 000 000) pa
2. (R2 000 001 - R5 000 000)
3. (R5 000 001 - R15 000 000)
4. (R15 000 001 - R30 000 000)
5. R30 000 001+

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|------------------------|---|
| 1. (1 - 50 000) mtpa | To be
adjusted
per
opportuni
ty |
| 2. (50 001 - 100 000) | |
| 3. (100 001 - 200 000) | |
| 4. (200 001 - 500 000) | |
| 5. 500 001+ | |

0. (0c - 20c) ntk pa
1. (21c - 40c)
 2. (41c - 70c)
 3. (71c - 90c)
 4. 91c+

Addo Kirkwood PE Narrow Gauge