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**BRIEFING SESSION : FOR THE ORGANISATIONAL DESIGN OF A NEW  
OPERATING MODEL FOR TRANSNET FREIGHT RAIL (TFR) TO INCORPORATE  
THE INFRASTRUCTURE MANAGER FUNCTION**

**DATE: 3 MAY 2023**

# AGENDA

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Opening and Welcome

Supply Chain

Background and Scope of Requirements

Technical

Joint Ventures

Supply Chain

Instructions for completing the RFP

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Evaluation methodology

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Questions and Answers

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# Opening/Welcome

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- Respondents will be given an opportunity to ask questions at the end of the entire presentation.
- Clarification questions and responses thereto will be provided:
  - Via email to Respondents who have provided the correct contact information;
  - Via the etender portal under the RFP advert. Please ensure that you check this advert until the closing date for any addenda and clarifications.
- All verbal questions are to be submitted in writing after the briefing session and Transnet will provide a written response. No verbal feedback must be construed as binding until it is put in writing.
- Any outstanding answer(s) to Respondent(s) from the briefing session will be communicated to all the Respondents within two to three working days after the briefing and loaded on the advert as well.
- The session is being recorded for minute taking purposes. When asking questions, please state name and company clearly.
- General disclaimer: This briefing session must not contradict the Published RFP and its Annexures. Should there be any errors, acts of omission or misinterpretations, then the RFP and Annexures will take precedence.

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# Transnet is the custodian of ports, rail and pipelines



## Transnet Freight Rail

- 31 000 km of railway track (80% of Africa’s total rail)
- 1,500km dedicated heavy haul
- Operates 1200 trains per day

## Transnet Engineering

- Support TFR for rolling stock and TPT for lifting equipment maintenance
- Eight product-focused business, 143 depots, six factories.

## Transnet National Ports Authority

- 8 Commercial ports along 2 798 km of coastline
- Plan, provide, maintain and improve port infrastructure
- Providing marine-related services, including dredging, aids to navigation, ship repairs and marine operations

## Transnet Port Terminals

- 16 Cargo Terminals (68 berths) operating across 7 ports
- Containers, mineral bulk and agricultural bulk and Ro-Ro (roll on/roll off)

## Transnet Pipelines

- Transports 100% of South Africa’s bulk petroleum products
- 18 billion litres of petroleum products and gas through 3,800 km of pipelines.

## Transnet Property

- Manages 13% of Transnet’s total property portfolio of commercial and residential properties
- One of South Africa’s most significant property owners.
- Provides specialised property services including valuations, municipal valuation roll analysis, land surveys, drawing of plans and deeds management.

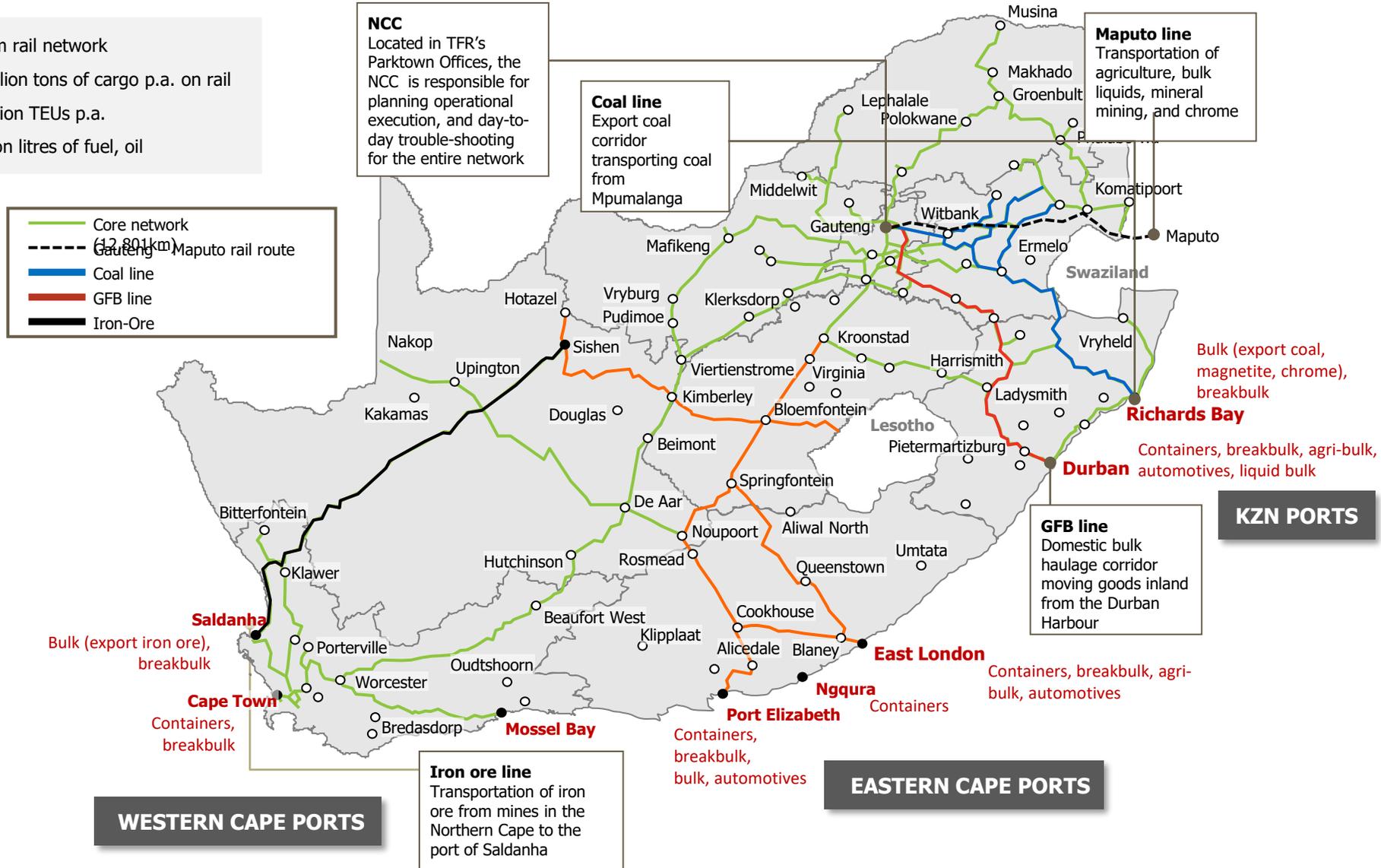


Infrastructure facilitates movement of goods from production area to consumption area - **enables trade and connectivity** to export markets – **critical for cost-effective, efficient, and seamless movement** of goods through the SA economic system

# Transnet operates an integrated port, rail and pipeline network

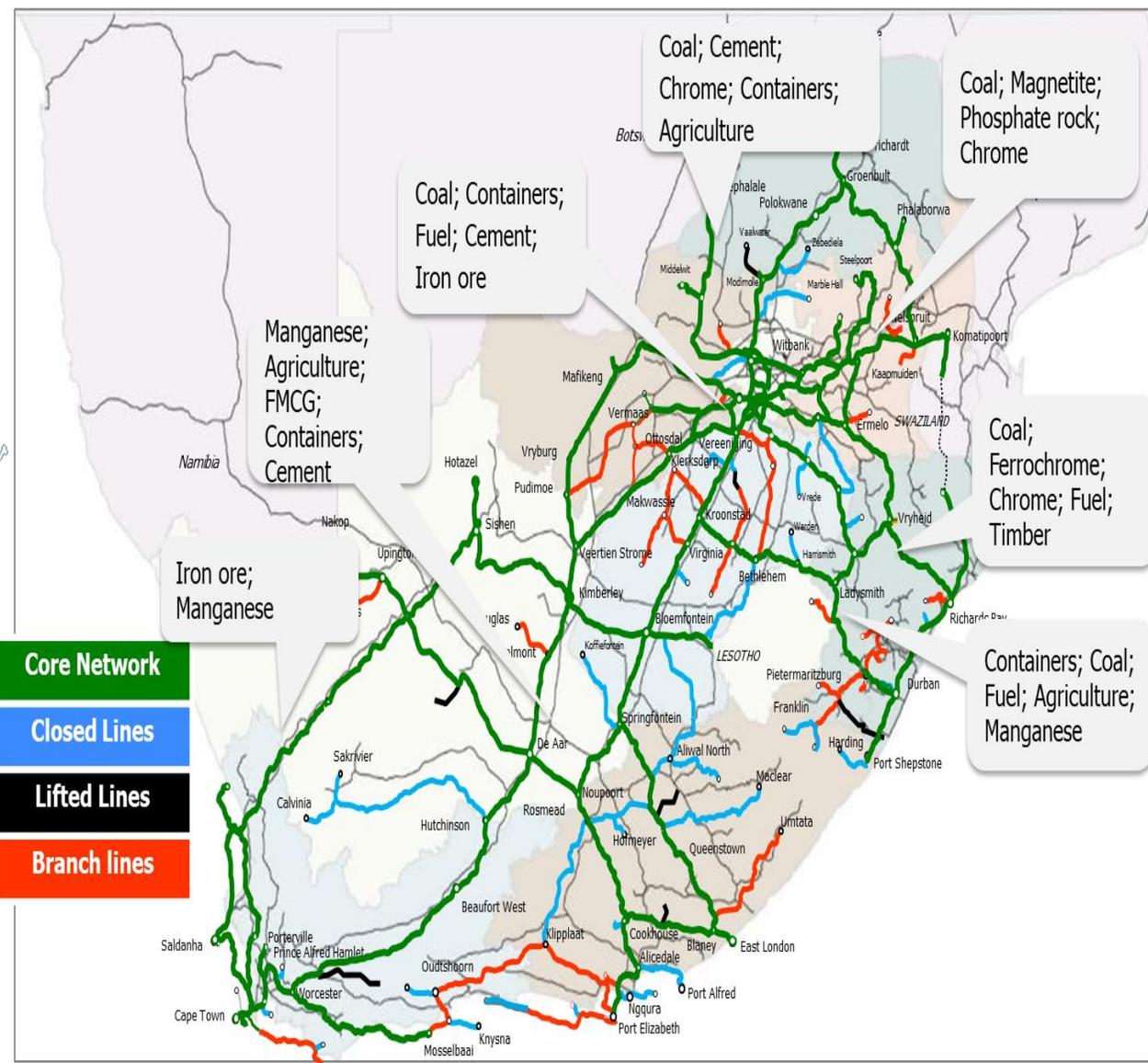
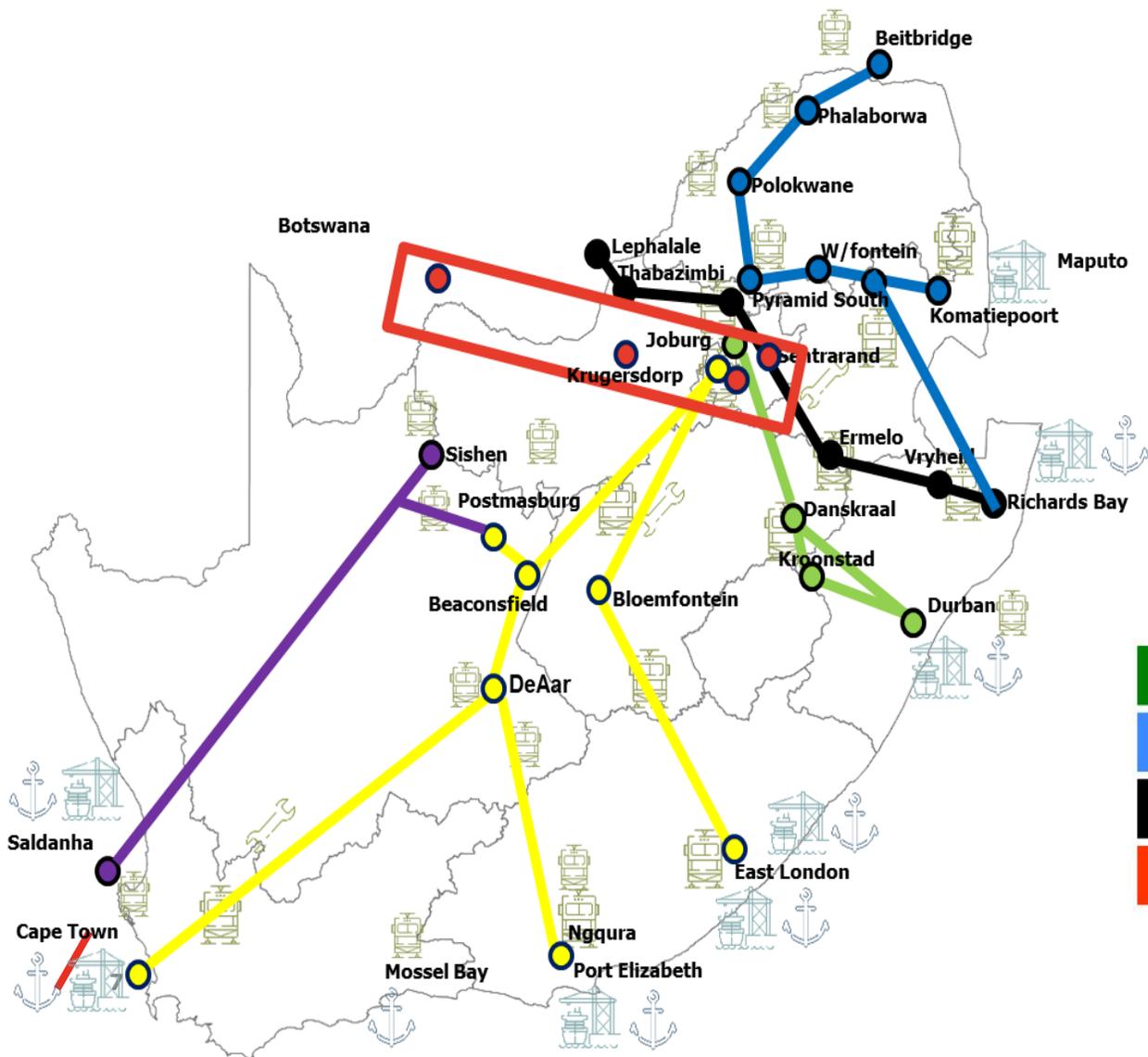


- 20,500 km rail network
- > 226 million tons of cargo p.a. on rail
- > 4.6 million TEUs p.a.
- > 16 billion litres of fuel, oil





# Operating Model





# ORG DESIGN: INFRA MANAGER

## REQUIRED

- 1 The review of TFR Business and Operating Model in incorporating the Infrastructure Manager function
- 2 The Design of the IM Structure and architecture in line with the White Paper and international best practice.
- 3 The Resource structure must be aligned to international best practice and staffing standards and norms.
- 4 Review and align the IM People Management / HR strategy to the TFR business strategy and mandates
- 5 Develop a people management (HR) plan

# ORG DESIGN: INFRA MANAGER

## KEY DELIVERABLE

Lead The Implementation Of The  
Designed And Approved IM Structure



### Organisational Structure

Job Analysis and Development of Job Profiles for all IM positions and functions,



### Match & Place

Development of a resourcing Plan, matching and placement processes and guidelines,



### Policies, Procedures, Processes

Revision of related Policies, Procedures, and Processes



### Implementation

Develop an Implementation plan for the newly designed organisational structure and operating model



### Change Management

Develop a Change Management, and a Communication Strategy

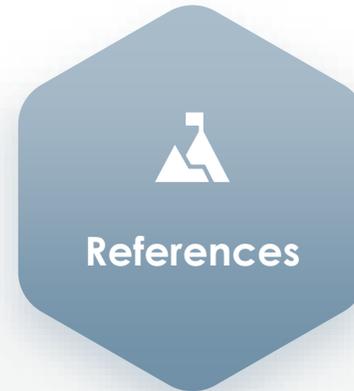


### Project Plan

Provide project plans including milestones and deliverables covering the scope as well as lessons learned

# ORG DESIGN: INFRA MANAGER

## MANDATORY REQUIREMENTS



Proposed Design  
Methodology & Approach  
Organisational Profile  
Large Scale Org Design  
Restructuring experience

- Large scale business transformation, organisational design & change management
- Qualifications and their experience

- Combined minimum 20 years' experience & minimum of 4 references
- large organisation or similar environment to Transnet

**30 August 2023**

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# Joint Ventures

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## **JOINT VENTURES OR CONSORTIUMS**

Respondents who would wish to respond to this RFP as a Joint Venture [JV] or consortium with B-BBEE entities:-

- This written confirmation must clearly indicate the percentage [%] split of business and the responsibilities of each party. In such cases, award of business will only take place once a signed copy of a JV or consortium agreement is submitted to Transnet.
- Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

## **JV EVALUATIONS**

- A trust, consortium or joint venture (including unincorporated consortia and joint ventures) must submit a consolidated B-BBEE Status Level verification certificate for every separate bid.

A tenderer failing to submit proof of B-BBEE status level of contributor or is a non-compliant contributor to B-BBEE may not be disqualified, but-

(a) may only score points out of 90 for price; and (b) scores 0 points applying the 90/10 principle . Refer PPPFA No. 40553 for more info on preference point.

## Joint Ventures

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In 2019 DTI released amendments to the Codes of Good Practice. Joint Ventures are referred to in Revised Code 000, Statement 000: General Principles

As per paragraph 7 of Amended Code Series 000, Statement 000 of the Codes of Good Practice, unincorporated joint ventures are required to compile a consolidated verification certificate. A consolidated verification certificate will consolidate the verified compliance data of joint venture partners if those Measured Entities were a single Measured Entity.

A JV will require its own Broad-Based Black Economic Empowerment (B-BBEE) certificate if they would like to tender or enter into a contract that requires a B-BBEE Certificate.

A trust, consortium or joint venture (including unincorporated consortia and joint ventures) must submit a consolidated B-BBEE Status Level verification certificate for every separate bid.

A tenderer failing to submit proof of B-BBEE status level of contributor or is a non-compliant contributor to B-BBEE may not be disqualified, but may only score points out of 90 for price and (b) scores 0 points applying the 90/10 principle . Refer to PPPFA No. 40553 for more info on preference point.

Note the following:

- A consolidated verification certificate is required.
- The consolidation is based on the weighting as defined in the joint venture agreement.
- The respective scores are weighted according to their proportionate share in the joint venture.
- A joint venture certificate is valid for 12 months and only applicable to a specific project.

### **Eligibility of a Joint Venture**

The measurement of Unincorporated Joint Ventures will be done as follows: Unincorporated Joint Ventures are required to compile a consolidated verification certificate. A consolidated verification certificate will consolidate the verified compliance data of joint venture partners in accordance.

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## General Instructions

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1. The RFP and all Annexures be downloaded from the Transnet Portal at <https://transnetetenders.azurewebsites.net> (please use Google Chrome to access Transnet link/site) and from the National Treasury Tender Portal for free. These along with any amendments or additions that may occur, will remain available until the closing date and time.
2. The RFP closes punctually at **13:00 on 17 May 2023**. No late submissions will be accepted.
3. Bid validity is **180 Business Days from the closing date**.
4. Respondents must register on the National Treasury Central Supplier Database (CSD) prior to submitting their bids. Business may not be awarded to a Respondent who has failed to register on the CSD. In order for the registration to be verified, Respondents are required to provide their reference number in Section 1: SBD 1 Form.
5. Communication: Respondents may submit clarification questions on the provided an RFP Clarification Request Form (Section 8 of RFP) to [Lerato.Tseke@transnet.net](mailto:Lerato.Tseke@transnet.net) Clarifications can only be submitted until **12:00 on 8 May 2023**.
6. **No verbal communication will be permitted throughout this process, only email correspondence will be acknowledged within the specified timelines. No phone calls (by cellphone or on Microsoft Teams) regarding this RFP process may be made to any Transnet contact mentioned in this RFP document.**

# Instructions for completing the RFP

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## **STEP 1:**

Download **all** documents as indicated below:

- RFP Document
- Annexure A to D

## **STEP 2:**

Refer to **Section 5** for all returnable documents that need to be returned together with the RFP.

Take special note of the **returnable sections of the RFP**, and the **Mandatory Returnable Documents** as failure to provide these **WILL** result in disqualification. Complete, sign, date and stamp the returnable sections of the RFP document and the annexures. Check for validity of returnables such as B-BBEE certificates, etc.

## **STEP 3:**

Transnet has implemented a new electronic tender submission system, the e-Tender Submission Portal, in line with the overall Transnet digitalization strategy where suppliers can view advertised tenders, register their information, **log their intent to respond to bids and upload their bid proposals/responses on to the system.**

The Transnet e-Tender Submission Portal can be accessed as follows:

- ❖ Log on to the Transnet eTenders management platform website/ Portal ([transnetetenders.azurewebsites.net](https://transnetetenders.azurewebsites.net)) Please use Google Chrome to access Transnet link/site);
- ❖ Click on "ADVERTISED TENDERS" to view advertised tenders;
- ❖ Click on "SIGN IN/REGISTER – for bidder to register their information (must fill in all mandatory information);
- ❖ Click on "SIGN IN/REGISTER" - to sign in if already registered;
- ❖ Toggle (click to switch) the "Log an Intent" button to submit a bid;
- ❖ Submit bid documents by uploading them into the system against each tender selected.
- ❖ No late submissions will be accepted. The bidder guide can be found on the Transnet Portal [transnetetenders.azurewebsites.net](https://transnetetenders.azurewebsites.net)



# Instructions for completing the RFP – Mandatory Returnable documents

RFP reference: Section 5

## MANDATORY RETURNABLE DOCUMENTS

Section 1: SBD1 Form

Section 4 : Pricing and Delivery Schedule

***Failure to provide all mandatory Returnable Documents at the closing date and time of this bid will result in a Respondent's disqualification. Bidders are therefore urged to ensure that all these documents are returned with their Proposals.***



# Instructions for completing the RFP –Returnable documents for scoring

**RFP reference: Section 5**

RETURNABLE DOCUMENTS USED FOR SCORING	SUBMITTED [Yes/No]
Valid proof of Respondent's compliance to B-BBEE requirements stipulated in Section 9 of this RFP (Valid B-BBEE certificate or Sworn Affidavit)	
<p><b>Technical Response: Annexure A, which must contain the required evidence in response to the below criteria:</b></p> <p><b>1. Company Experience</b></p> <ul style="list-style-type: none"> <li>· Respondents must provide their company profile and clients signed and authenticated reference letters, indicating evidence of experience in organisational design / Organisational Restructuring of Large Scale businesses (+ 10 000 employees).</li> <li>· A minimum of 4 Reference letters should be provided</li> </ul>	
<p><b>2. Resource Previous Experience</b></p> <ul style="list-style-type: none"> <li>· Respondents must provide CVs of key resources to be assigned to this project. CVs to demonstrate minimum 20 years of combined experience in organisational design / Organisational Restructuring of Large Scale businesses.</li> </ul>	
<p><b>3. Organisational Design Process</b></p> <p>The respondents should outline their Organisational Design framework detailing all the stages for the organisational design process considering the following:</p> <ol style="list-style-type: none"> <li>a) Information gathering expectations</li> <li>b) Responsibility Matrix</li> <li>c) Comprehensive project plan</li> <li>d) Implementation Plan</li> </ol>	



# Instructions for completing the RFP –Returnable documents for scoring

RFP reference: Section 5

RETURNABLE DOCUMENTS USED FOR SCORING		SUBMITTED [Yes/No]
<b>4.</b>	<p><b>Implementation and Change Management Methodology</b></p> <p>Respondent must have a detailed description of the Change Methodology used and a high-level description of their implementation approach which meets all the above-mentioned functional requirements.</p>	
<b>5.</b>	<p><b>Transfer of Skills</b></p> <p>Respondent must indicate in writing on company Letterhead their ability and willingness to provide for transfer of skills on organisational design and restructuring to TFR internal practitioners. Provider will make use of TFR Facilities to conduct training required.</p>	

# Instructions for completing the RFP – Other Essential Returnable documents



**RFP reference: Section 5**

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## **ESSENTIAL RETURNABLE DOCUMENTS & SCHEDULES**

In the case of Joint Ventures, a copy of the Joint Venture Agreement or written confirmation of the intention to enter into a Joint Venture Agreement

Latest Financial Statements signed by your Accounting Officer or latest Audited Financial Statements plus 2 previous years

SECTION 5 : Proposal Form and List of Returnable documents

SECTION 6 : Certificate Of Acquaintance with RFP, Terms & Conditions & Applicable Documents

SECTION 7 : RFP Declaration and Breach of Law Form

SECTION 9: B-BBEE Preference Claim Form

SECTION 10: Protection of Personal Information

***Failure to provide essential Returnable Documents will result in Transnet affording Respondents a further opportunity to submit by a set deadline.***

***Should a Respondent thereafter fail to submit the requested documents, this may result in a Respondent's disqualification.***

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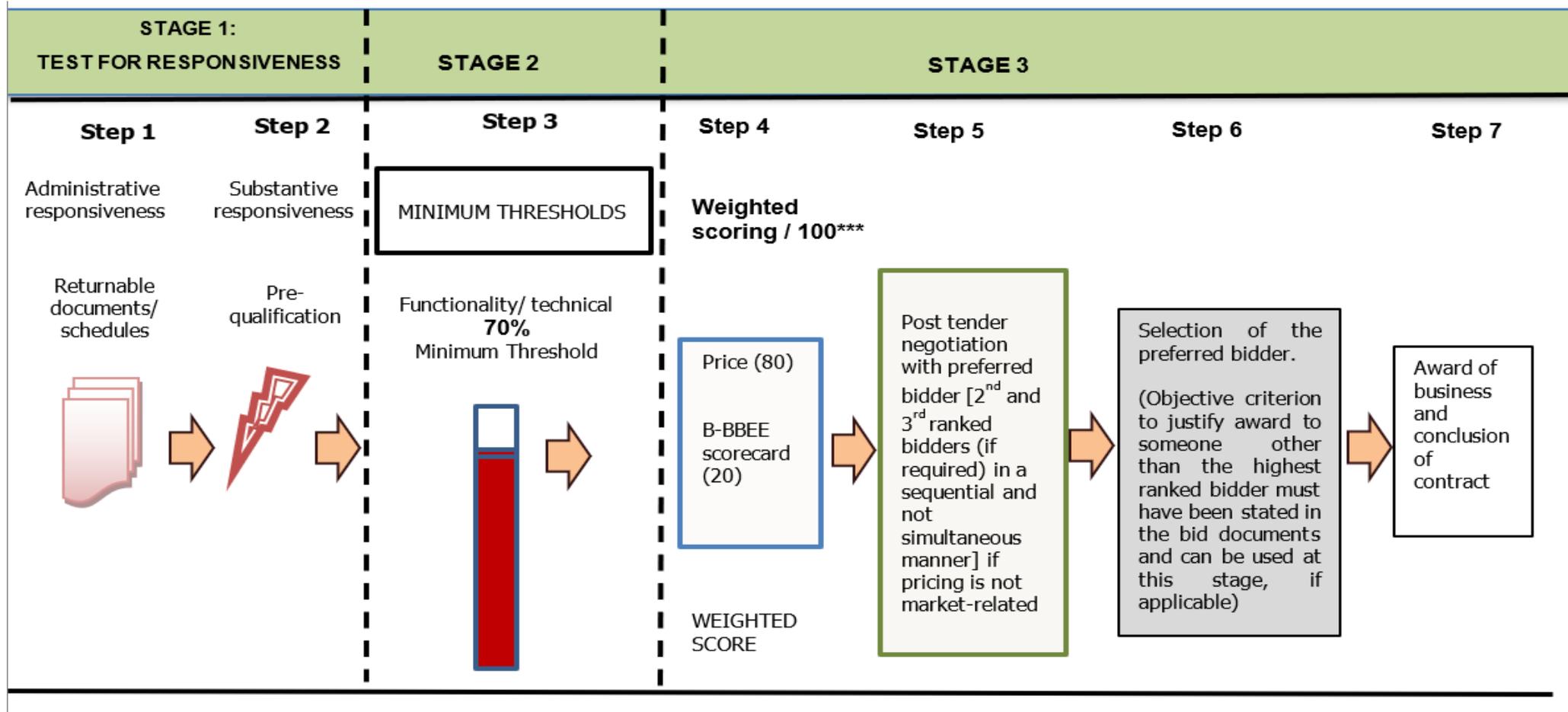
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# The following stages will be followed in the evaluation process



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TRANSNET



delivering freight reliably

THANK YOU

