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**VIRTUAL (ONLINE) NON-COMPULSORY BRIEFING SESSION FOR THE
PROVISION OF PUBLIC CLOUD COMPUTING SERVICES FOR A PERIOD OF
THREE (3) YEARS . TCC/2022/12/0001/18787/RFP**

Agenda

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4 - 6	Key Points and General Information	Suellen du Plessis
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Opening and Welcome

Team

- ❖ Welcome the bidders
- ❖ Each Transnet attendee to briefly introduce themselves.

General Disclaimer: This briefing session must not contradict the RFP and its supporting documents published, and should there be any errors, acts of omissions or misinterpretations, then the RFP and its attachments takes precedence of it.

Respondents will be given an opportunity to ask questions at the end.

All verbal questions must be put in writing on the RFP Clarification form (Section 8) and Transnet will provide a written response. **No verbal feedback must be construed as binding until in writing**

Key Points - General (1/3)

Please note the following submission requirements, but not limited to:

- Final RFP and **all Returnable Documents listed on Section 5 (List of Returnable Documents)** may be downloaded directly from National Treasury's e-Tender Publication Portal at www.etenders.gov.za and Transnet website, free of charge.
- Respondents who wish to respond to this RFP as a Joint Venture [JV] or consortium with B-BBEE entities, must state their intention to do so in their RFP submission. Such Respondents must also submit a signed JV or consortium agreement between the parties clearly stating the percentage [%] split of business and the associated responsibilities of each party.
- The RFP closes punctually at **12h00, 30 January 2023**. Respondents must ensure that bids are uploaded timeously onto the system. As a general rule, if a bid is late, it will not be accepted for consideration.
- Transnet will not accept bid submissions via email. All bids must be loaded on the system.
- Bid Validity period is **180 Business Days from Closing Date**.
- Respondents must **sign documents [sign, stamp and date the bottom of each page] before uploading them on the system. The person or persons signing the submission must be legally authorised by the respondent to do so.**
- Any addenda to the RFP or clarifications will be published on the e-tender portal and Transnet website. Bidders are required to check the e-tender portal or Transnet website prior to finalising their bid submissions for any changes or clarifications to the RFP.
- Transnet will not be held liable if Bidders do not receive the latest information regarding this RFP with the possible consequence of either being disadvantaged or disqualified as a result thereof.

Respondents must register on the National Treasury's Central Supplier Database CSD prior to submitting/uploading their bids. Business may not be awarded to a Respondent who has failed to register on the CSD. Only foreign suppliers with no local registered entity need not register on the CSD.

Key Points - General (2/3)

- **Communication relating to this RFP:**

- After the briefing session, should Respondents have more questions, RFP Clarification Request Form (Section 8) should be submitted onto the system, and also sent to Suellen.DuPlessis@transnet.net before **16h00 pm, 18 January 2023**.
 - In the interest of fairness and transparency, Transnet's response to such a query will be published on the e-tender portal and Transnet website.
 - Respondents are required to ensure that all clarification questions are sent to Transnet before the clarification closing date and time in order to allow Transnet sufficient time to respond to all clarification questions.
- It is prohibited for Respondents to attempt, either directly or indirectly, to canvass any officer or employee of Transnet in respect of this RFP between the closing date and the date of the award of the business.
 - Respondents found to be in collusion with one another will be automatically disqualified and restricted from doing business with organs of state for a specified period.

Key Points - General (3/3)

Note to the bidders:

- *Bidders are required to ensure that electronic bid submissions are done at least a day before the closing date to prevent issues which they may encounter due to their internet speed, bandwidth or the size of the number of uploads they are submitting. Transnet will not be held liable for any challenges experienced by bidders as a result of the technical challenges. Please do not wait for the last hour to submit. A Bidder can upload 30mb per upload and multiple uploads are permitted.*

Scope of Work

1) Cloud Hosting

Transnet's need for hosting services will vary from workload to workload and will be dependent on the level of customization and flexibility required to manage the workload. The following hosting services will be required from the cloud service provider (CSP):

a) Infrastructure as a Service (IaaS)

Opportunities will exist where applications or services must be re-platformed on the cloud using IaaS models. This could be related to on-premise hardware reaching end of life status or a migration strategy to cloud services.

The Cloud Service Provider is required to create, host and manage IaaS workloads in a fully-fledged cloud platform and provide technical support for IaaS workloads.

b) Platform as a Service (PaaS)

Platform as a Service offers the opportunities for a more comprehensive management of cloud workloads including underlying operating systems and supporting databases. Where opportunities exist workloads will be re-platformed as PaaS services allowing the organisation to benefit from more optimised cloud environments.

The CSP is required to create, manage and host PaaS workloads in a fully-fledged cloud platform and provide technical support for PaaS workloads.

Scope of Work

2) Cloud Security

Cloud Security is of critical importance and CSP's must ensure that security provided is equal to or higher than the security provided by traditional non-cloud IT environments.

The CSP must also provide the following security protocols. The list is not exhaustive but are the minimum requirements to secure Transnet workloads in the cloud:

DDoS Protection

- Distributed denial of service (DDoS) attacks is some of the largest availability and security concerns facing customers that are moving their applications to the cloud. A DDoS attack attempts to exhaust an application's resources, making the application unavailable to legitimate users. DDoS attacks can be targeted at any endpoint that is publicly reachable through the internet. The CSP must be able to safeguard Transnet workloads from DDoS attacks.

Role Based Access

- RBAC allows for segregation of duties within teams with access provisions applied based on role profiles. The CSP must implement role-based authorisations on their cloud platform.

Scope of Work (Continued)

Firewall configuration

- Transnet currently makes use of Palo Alto Firewalls and have integrated it with its existing cloud platform. Additional firewall routing has been applied to the firewalls to allow for traffic to flow between the internal Transnet network and the Cloud environment.

The CSP must be able to integrate with existing firewall infrastructure as deployed by Transnet.

Cloud Certifications/Legislation

In line with the focus on security it is important that the service provider have the appropriate security related certifications in place to ensure security compliance:

- ISO/IEC 27017 - provides guidelines for information security controls applicable to the use of cloud services.
- ISO/IEC 27018 - It provides a higher security to customer data and information.
- TIA-942 - Standard covers the telecommunications infrastructure and all other aspects of a mission-critical data centre.

CSP's will be required to provide these certifications indicating compliance to cloud security standards.

Transnet requires workloads and services that must meet POPIA compliance to be hosted in data centres that are POPIA compliant or higher such as General Data Protection Regulation (GDPR).

The CSP will be required to ensure POPIA compliance or higher such as GDPR.

Scope of Work (Continued)

3) Integration between on-premise and cloud environments

Transnet has adopted a hybrid computing model and will have an on-premise/cloud environment in place for a considerable period in the future.

The CSP must be able to seamlessly integrate between on-premise and cloud environments, including the authentication of user profiles between on-premise and cloud.

4) Cloud elasticity

There will be considerable migration of on-premise environments to cloud as the organisation becomes more mature in its usage of cloud platforms. The dynamic allocation/deallocation of cloud resources therefore becomes fundamental as the organization's resources requirements will vary daily.

The CSP must be able to auto scale based on user demand.

5) Workload optimizations

Optimization of workloads are fundamental to ensure that the cost of cloud computing provisioning remains viable and competitive to on-premise environments. Optimization capabilities will include the following:

- Ability to programmatically start and stop workloads based on demand.
- Ability to size/resize workloads dynamically.
- Ability to identify where workloads are not fully optimized.
- Ability for self-service capabilities to optimize cloud environments.

CSP's must be able to fully optimize Transnet's cloud based on the capabilities outlined above.

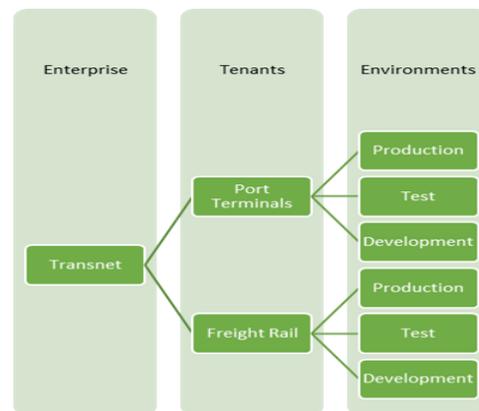
Scope of Work (Continued)

6) Implementing a hierarchical cloud provisioning model including hierarchical Cost Management structures

The aim of this tender is to source a cloud platform for Transnet and all its operating divisions (OD) (Transnet Corporate Centre, Transnet Freight Rail, Transnet Pipelines, Transnet National Ports Authority, Transnet Port Terminals, Transnet Engineering, Transnet Foundation and Transnet Property).

Workloads will therefore be provisioned per operating division and the consumption of cloud services will be OD specific under one Transnet tenant.

The diagram below typically demonstrates the hierarchical model to be implemented which will then include the allocation of costing per OD tenant under the enterprise agreement.



Based on this operating model the following capabilities are required:

- The CSP must be able to provision multiple tenants (OD's) under a single cloud agreement.
- The CSP must also be able to provide cost management and reporting per operating division as opposed to costing at a consolidated or enterprise level.

Scope of Work (Continued)

7) Performance reporting

Performance reporting is essential to ensure that workloads provisioned are fully optimized.

The CSP must be able to provide Transnet with dashboards where the performance of all cloud workloads can be monitored and managed accordingly. This type of reporting will typically be role-based and profile driven to ensure that the necessary authorizations are enforced.

8) Contract Management

- a) To ensure compliance with contractual conditions and commitments the CSP must provide evidence of its contract management platform where all administrative matters of the cloud agreement can be managed. This will include cost management, workload management and the ability to dynamically add and delete workloads from tenant subscriptions.
- b) Under the agreement, Transnet will typically enrol workloads either as pay-as-you-consume or on pre-commit agreements. The CSP's contract management portal must be able to provision workloads either as pay-as-you-consume or based on pre-commit agreements.

9) Training

The CSP must provide Transnet with training to skill up its workforce in the creation, monitoring and management of its workloads in the service provider's cloud platform and provide support to Transnet in ensuring that its staff are certified to support workloads in the service provider's cloud platform.

Scope of Work (Continued)

10) Workload Migrations

Transnet requires a transition period of 3 months to move from one data centre to another. The CSP will be required to migrate existing workloads from the current public platform utilized by Transnet to the new platform which will entail the following:

- Technically preparing the workloads to be migrated from existing platform to the new cloud platform.
- Migration will include databases, data within these databases, application specific configurations and any networking and security protocols to be implemented.

The CSP must submit a proposed plan of how it intends to migrate Transnet workloads from the existing cloud platform to the service provider's cloud platform.

This plan must include the following:

- The technical mechanisms it will employ to migrate workloads.
- Duration of the migration. Transnet has about 90 workloads in its current cloud platform and requires a maximum 3-month transition plan.
- Training staff to manage workloads in the new tenant.

Scope of Work (Continued)

Annexure D - List of Virtual Machines (VMs) to be migrated

vCPU	RAM(Gb)	Data disks	Temp Storage Gb	SAP/Non SAP	Production
1	2	2	4	Non-SAP	YES
1	3.5	4	7	Non-SAP	YES
1	3.5	4	50	Non-SAP	YES
2	4	4	20	Non-SAP	YES
2	16	4	20	Non-SAP	YES
2	4	4	20	Non-SAP	YES
2	8	4	16	Non-SAP	YES
2	7	8	14	Non-SAP	YES
2	14	8	28	Non-SAP	YES
2	28	16	56	Non-SAP	YES
2	7	8	14	Non-SAP	YES
2	8	4	16	Non-SAP	YES
2	8	4	50	Non-SAP	YES
4	8	8	40	Non-SAP	YES
4	16	8	32	Non-SAP	YES
4	16	8	32	Non-SAP	YES
4	14	16	28	Non-SAP	YES
4	16	8	32	Non-SAP	YES
4	8	8	32	Non-SAP	YES
4	16	8	32	Non-SAP	YES
4	16	8	100	Non-SAP	YES
4	16	8	32	Non-SAP	YES
4	14	16	28	Non-SAP	YES
8	32	16	64	Non-SAP	YES
8	128	32	256	Non-SAP	YES
16	128	32	400	Non-SAP	YES
20	80	32	160	Non-SAP	YES
32	256	32	512	SAP	YES
64	512	64	2000	SAP	YES

Scope of Work (Continued)

Notes to Annexure D:

1. All VM's are classified as workloads supporting production environments.
2. All VM's have been spun up as IaaS workloads.
3. Transnet IT takes ownership of applications running on the VM's.
4. No PaaS workloads are in production.
5. All VM's are cloud native.
6. Bring your own license model is enabled.
7. No mainframe systems are in the cloud.
8. Active Directory is enabled allowing for single sign-on.
9. SAP workloads support a SAP HANA environment.
10. Some production environments use Microsoft services such as MS Powerautomate platform.

B-BBEE Requirements

B-BBEE Definition:

Broad-Based Black Economic (B-BBEE) means the economic empowerment of all black people including women, workers, youth, people living with disabilities and people living in rural areas through diverse but integrated socio-economic strategies.

Purpose:

- To increase the number of black people that manage, own and control enterprises and productive assets.
- To facilitate ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises
- To achieve an equitable representation in all occupational categories and levels in the workforce
- To procure from large, medium and small sized black owned enterprises
- To increase investment in enterprises and communities that are owned and managed by black people
- A valid B-BBEE certificate OR an Affidavit for QSE and EME's is required

B-BBEE Amended Codes Principles

- Enhanced the recognition status of black owned EMEs and QSEs
- An **EME** that is **100% owned by black people** qualifies as a level 1 contributor;
- An **EME** that is more than **51% owned by black people** qualifies as a **level 2 contributor**;
- No **verification** requirements for EMEs; EME to obtain a **Sworn affidavit** or a **CIPC Certificate**

B-BBEE Requirements for Prequalification

The PPPFA regulations effective 01 April 2017 states that, if feasible, a prequalification can be set to advance certain designated groups by advertising the bid with a with a stipulated minimum B-BBEE status level.

- Transnet conducted market research and identified the B-BBEE Levels of the service providers that could potentially provide Transnet with the required services.
- Based on the market research, the B-BBEE level is set as a prequalification, as the majority of the companies are between a level 1 and level 4.
- Transnet is of the view that B-BBEE Levels 1 to 4, in the new amended codes effective 01 May 2015, demonstrates significant effort on the parts of these firms to have transformed in the Cloud Computing industry. Therefore, Transnet recognizes this, and it is Transnet's decision to set a minimum B-BBEE Level of 1 to 4 as a prequalification to participate in this tender, to continue to support the transformed Cloud Computing industry, prioritise transformation objectives and to comply with PPPFA regulations.

B-BBEE Joint Venture Requirements

B-BBEE Certificate & Sworn Affidavit

- Large Certificate issued by SANAS accredited verification agency
- QSE Some of their certificate issued by SANAS accredited verification agency
- Sworn Affidavit signed by the authorized QSE representative and attested by a Commissioner of Oaths confirming annual turnover and black ownership (only black-owned QSEs - 51% to 100% Black owned)
- Sworn affidavits must substantially comply with the format that can be obtained on the DTI's website at www.dti.gov.za/economic_empowerment/bee_codes.

JOINT VENTURES OR CONSORTIUMS

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

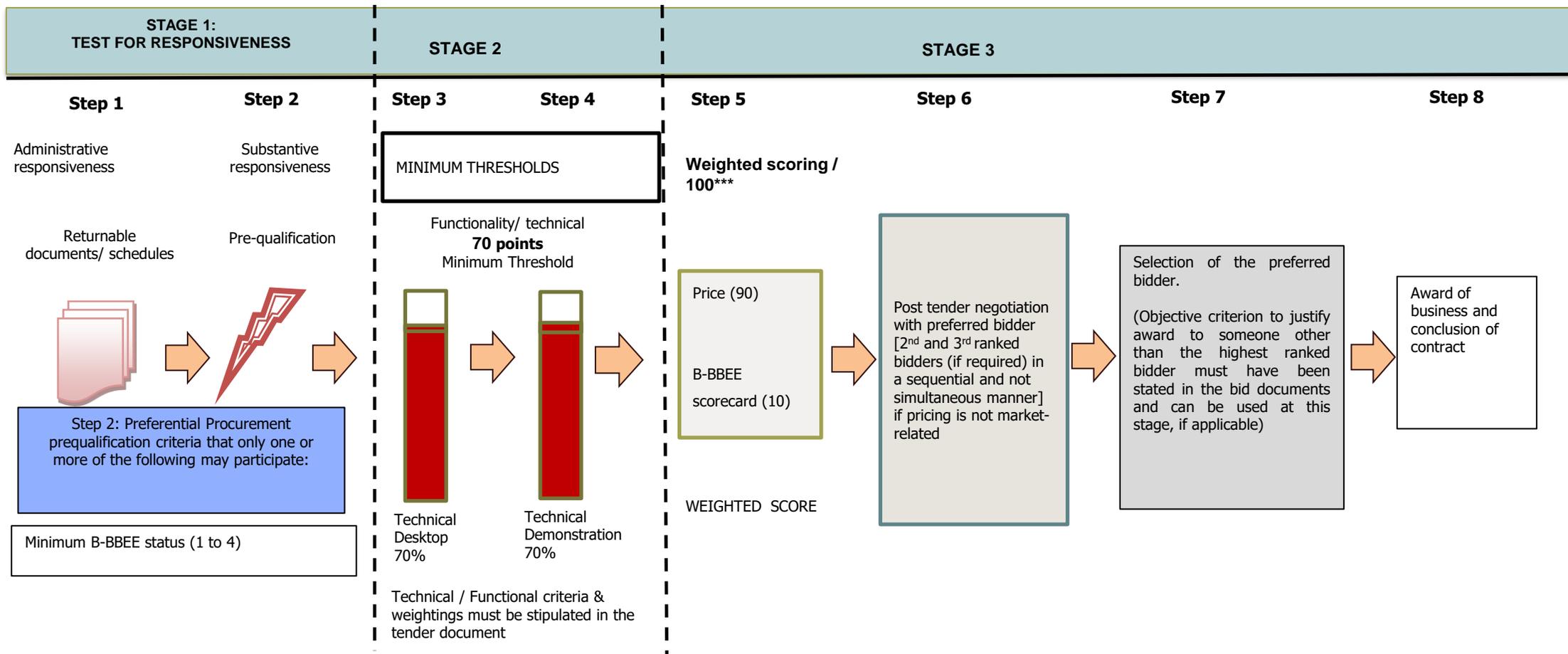
- This written confirmation must clearly indicate the percentage [%] split of business and the responsibilities of each party. In such cases, award of business will only take place once a signed copy of a JV or consortium agreement is submitted to Transnet.
- Joint venture or Consortium means an association 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.



Evaluation Methodology



NB: Evaluation of the various stages will normally take place in a sequential manner. However, in order to expedite the process, Transnet reserves the right to conduct the different steps of the evaluation process in parallel. In such instances the evaluation of bidders at any given stage must not be interpreted to mean that bidders have necessarily passed any previous stage(s).

Step One: Test for Administrative Responsiveness

Administrative responsiveness check

- Validate whether bid has been lodged on time
- Whether all Returnable Documents and/or schedules [where applicable] were completed and returned by the closing date and time
- Verify the validity of all returnable documents
- Verify if the Bid document has been duly signed by the authorised respondent

Mandatory Returnable Documents

SECTION 1: SBD1 Form

SECTION 4: Pricing and delivery schedule and Annexure C

Valid proof of Bidder's compliance to B-BBEE requirements stipulated in Section 9 of this RFP

Failure to provide all these Mandatory Returnable Documents at the Closing Date and time of this RFP will result in a Respondent's disqualification.

Step One: Test for Administrative Responsiveness

Returnable Documents Used For Scoring
Written proof of at least 8 years of experience in providing public cloud hosting services.
List of 3 reference sites accompanied with supporting reference letters (signed by clients) where public cloud hosting services have been successfully provided.
Evidence of the following certifications applicable to cloud hosting: ISO/IEC 27017 ISO/IEC TIA-942
List of countries/regions where Transnet workloads and services will be hosted to ensure POPIA compliance or higher such as General Data Protection Regulation (GDPR)
Formal certification that CSP data centre is Tier 3 certified.
Written demonstration that formal training programs are in place for Transnet staff on the usage of the service provider’s cloud platform that will ensure that Transnet staff are certified in managing workloads in the CSP’s cloud platform.
Three (3) case studies with supporting references letters (signed by clients) where CSP has migrated workloads from one public cloud data centre to another public cloud data centre.
Written demonstration of CSP’s methods to conduct cloud readiness assessments for on-premise workloads.

Step One: Test for Administrative Responsiveness

Returnable Documents Used For Scoring

Written demonstration of CSP's ability to migrate legacy mainframe environments to cloud. This must be supported with the submission of 3 references where this has been done accompanied with reference letters signed by clients.

Proposed plan of how CSP intends to migrate Transnet workloads from the existing cloud platform to the service provider's cloud platform. The plan must include the following:

- The technical mechanisms it will employ to migrate workloads.
- Duration of the migration. Transnet has about 90 workloads in its current cloud platform and requires a maximum 3-month transition plan.
- Training staff to manage workloads in the new tenant.

Failure to provide all Returnable Documents used for purposes of scoring a bid, by the closing date and time of this bid will not result in a Respondent's disqualification. However, Bidders will receive an automatic score of zero for the applicable evaluation criterion.



Step One: Test for Administrative Responsiveness continued

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 : Certificate of attendance of non-compulsory RFP Briefing
SECTION 11: Job-Creation Schedule
SECTION 12: SBD 5 (NIPP)
SECTION 13: Protection of Personal Information
SECTION 14: Protection of Personal Information (Operator)
ANNEXURE A: Technical Evaluation Criteria - Desktop
ANNEXURE E: Master Agreement
ANNEXURE F: Transnet's General Bid Conditions
ANNEXURE G: Transnet's Supplier Integrity Pact
ANNEXURE H: Non-disclosure Agreement



Step One: Test for Administrative Responsiveness

All Returnable Sections, as indicated in the header and footer of the relevant pages, must be signed, stamped and dated by the Respondent.

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.

Step One: Administrative Responsiveness**, only bidders that have passed step One (Administrative Responsiveness) will be allowed to proceed to **Step Two (Substantive Responsiveness)

Step Two: Test for Substantive Responsiveness

Substantive responsiveness test
Whether any general and legislation qualification criteria set by Transnet, have been met
Whether the Bid contains a priced offer as prescribed in the pricing schedule
Whether the Bid materially complies with the scope and/or specification given
Whether any set prequalification criteria for preferential procurement have been met: Minimum B-BBEE threshold of 1 to 4

Step Two: Substantive Responsiveness, only bidders that have passed step two (*Substantive Responsiveness*) will be allowed to proceed to ***Step Three (Technical Evaluation – Desktop)***

Step Three – Technical Evaluation Criteria - Desktop

Technical Evaluation Criteria	Points/Weighting (%) out of 100%	Scoring Guide	RFP Reference
Experience and Track Record	15	Refer to Annexure A	Refer to Annexure A
Cloud Certifications/Legislation	25	Refer to Annexure A	Refer to Annexure A
Data Centre Availability and Redundancy	15	Refer to Annexure A	Refer to Annexure A
Training	10	Refer to Annexure A	Refer to Annexure A
Migration	35	Refer to Annexure A	Refer to Annexure A
Total Weighting:	100		
Minimum qualifying score required:	70		

Respondents to provide the necessary supporting documents required for **Annexure A: Technical Evaluation Criteria - Desktop**, for Transnet to score the bidder per category.

A Respondent's compliance with the minimum functionality/technical threshold will be measured by their responses to the technical evaluation criteria in **Annexure A: Technical Evaluation Criteria - Desktop**.

Respondents are to note that Transnet will round off final technical scores to the nearest 2 (two) decimal places for the purposes of determining whether the technical threshold has been met.



Step Four - Technical Evaluation Criteria - Demonstration

Desktop Technical Evaluation Criteria	Points/Weighting (%) out of 100%	Scoring Guide	RFP Reference
Cloud Hosting	19	Refer to Annexure B	Refer to Annexure B
Cloud Security	8	Refer to Annexure B	Refer to Annexure B
Integration	4	Refer to Annexure B	Refer to Annexure B
Cloud Elasticity	9	Refer to Annexure B	Refer to Annexure B
Workload Optimisation	18	Refer to Annexure B	Refer to Annexure B
Hierarchical Structures and Cost Management	15	Refer to Annexure B	Refer to Annexure B
Performance Reporting	7	Refer to Annexure B	Refer to Annexure B
Contract Management	20	Refer to Annexure B	Refer to Annexure B
Total Weighting:	100		
Minimum qualifying score required:	70		

Respondents that have met or exceeded the minimum threshold for Step Three: Technical Criteria – Desktop be required to present a live demonstration of their Cloud Computing Platform.

*A Respondent's compliance with the minimum functionality/technical threshold will be measured by the technical evaluation criteria in **Annexure B: Technical Evaluation Criteria - Demonstration**.*

Respondents do not need to provide any documents for Step Four: Phase 2: Technical Demonstration, when they submit this RFP by the closing date. Transnet will advise the Bidder if they have proceeded to Step Four - Phase 2: Technical Demonstration and will give the Bidder sufficient notice for the demonstration.

27 Bidder to ensure that they have access to stable internet connectivity to access the system and demonstrate the required technical/functionality criteria's.

Step Five – Price and B-BBEE evaluation

Step Five: Commercial and B-BBEE evaluations, the 90/10 preference point system will apply where 90% will be allocated to Price, and 10% to B-BBEE scorecard.

a) Price Criteria [Weighted score 90 points]:

Refer to Annexure C – Pricing Schedule ('Pay as you consume', One (1) year commit, Technical support, Training and Once-off Migration)

**Respondents are to note 'Notes to Pricing' in Section 4, Page 22 of RFP and Pricing Conditions in Guidelines on Annexure C .*

b) Broad-Based Black Economic Empowerment criteria [Weighted score 10 points]

- B-BBEE - current scorecard / B-BBEE Preference Points Claims Form.
- Preference points will be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table indicated in Section 4.1 of the B-BBEE Preference Points Claim Form.

Evaluation Criteria	Final Weighted Scores
Price	90
B-BBEE - Scorecard	10
TOTAL SCORE:	100

Step Six – Post tender Negotiations

- Respondents are to note that Transnet may not award a contract if the price offered is not market-related. In this regard, Transnet reserves the right to engage into PTN with the view to achieving a market-related price or to cancel the tender. Negotiations will be done in a sequential manner i.e.:
 - first negotiate with the highest ranked bidder or cancel the bid, should such negotiations fail,
 - negotiate with the 2nd and 3rd ranked bidders (if required) in a sequential manner.

- In the event of any Respondent being notified of such short-listed/preferred bidder status, his/her bid, as well as any subsequent negotiated best and final offers (BAFO), will automatically be deemed to remain valid during the negotiation period and until the ultimate award of business.

- Should Transnet conduct post tender negotiations, Respondents will be requested to provide their best and final offers to Transnet based on such negotiations. Where a market related price has been achieved through negotiation, the contract will be awarded to the successful Respondent(s).

Step Seven – Objective Criteria

Transnet reserves the right to award the business to the highest scoring bidder/s unless objective criteria justify the award to another bidder. The objective criteria Transnet may apply in this bid process include:

- all Risks identified during a risk assessment exercise/probity check (which may be conducted by an authorised third party) that would be done to assess all risks, including but not limited to:
 - the financial stability of the bidder based on key ratio analysis, which would include, but not be limited to Efficiency, Profitability, Financial Risk, Liquidity, Acid Test, and Solvency;
 - a due diligence to assess functional capability and capacity. This could include a site visit;
 - A commercial relationship with a Domestic Prominent Influential Person (DPIP) or Foreign Prominent Public Official (FPPO) or an entity of which such person or official is the beneficial owner; and
 - Reputational and Brand risks.

Step Eight – Award of business and conclusion of contract

- Immediately after approval to award the contract has been received, the successful bidder(s) will be informed of the acceptance of his/their Bid by way of a Letter of Award. Thereafter the final contract will be concluded with the successful Respondent(s).
- A final contract will be concluded and entered into with the successful Bidder at the acceptance of a letter of award by the Respondent.

Questions and Closure

All questions arising from this non - compulsory briefing session must be put in writing on (Section 8) RFP Clarification Request Form should be submitted on the system and sent to Suellen.duplessis@transnet.net

before 16h00 pm on 18 January 2023.

TRANSNET



delivering freight reliably

THANK YOU

