

CLARIFICATION QUESTIONS AND ANSWERS - RFP HOAC-HO-48318

1. **QUESTION:** Can the bidder submit the same resources (CVs and Company entities / experience) for the Independent Reviewer and the Transaction Advisor requirements? This is important especially as they will all be part of the same team and work with each other for the various phases.
2. **ANSWER:** If the same resource meets the requirement of each phase or the resource is deemed to deliver both scopes – then the honour lies with the bidder. The CV/profiles will be assessed for each phase and scored accordingly independently.
3. **QUESTION:** We have noted the requirement that the scope deliverables for the transaction should be completed within a period four (4) months, a point of note is that based on our transaction advisory experience, transactions of this nature are usually much longer than this (even taking 12 months). This is especially important to note given Transnet's governance processes to approve various stages of the project.
4. **ANSWER:** Noted, preference is compliance to the timeline stipulated as the scope deliverable is aligned to other business strategic objectives i.e., rail reform gazetted timelines. Transnet approval timelines may be shared post the kick off meeting with the successful bidder.