

TRANSNET RAIL INFRASTRUCTURE MANAGER (TRIM)



Scope of Work [SOW]

The purpose of this guidance document is to outline the technical specifications required in the intended tender and receive approval for the specifications from all stakeholders prior to the creation of a business case/tender. This document sets out the key areas that should be included in a specification document.

LEGAL REQUIREMENTS FOR ALL SECURITY CONTRACTS

- *A Baseline Risk Assessment needs to be done for ALL security contracts, regardless of the value of the contract*
- *The Health and Safety specifications need to be based on the outcome of the Baseline Risk Assessment*
- *The cost of Health and Safety needs to be included in the Bill of Quantities. This is to ensure that the principal contractor makes adequate provision for the costs of meeting the minimum legal health and safety requirements.*

PROJECT TITLE: Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.



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CONTENTS

Section No	Page
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Contents

1. INTRODUCTION.....	3
2. SCOPE OF WORKS	4
3. Background	6
4. COMPLIANCE AND STANDARDS	7
5. TERMS AND CONDITIONS	9



Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.

1. INTRODUCTION

The relentless attacks on personnel and vandalism of business-critical infrastructure at the TRIM Operating Division within the Central Corridor have resulted in operational disruptions. The frequency of these disruptions has increased in recent years and is now affecting the rest of Transnet's operational value chain.

1.1 Purpose of the document

- 1.1.1. Given the high level of losses associated with theft and vandalism, TRIM intends to implement a Rail Network Protection Services (RNPS) contract in the Central Corridor to reduce attacks on personnel, theft, vandalism of critical infrastructure, assets, etc. The Rail Network Protection Services (RNPS) shall provide for the 5 elements of the Security Management Life Cycle (Deter, Deny, Delay, Detect, and Detain) through integrated security solutions.
- 1.1.2. This Scope of Work (SOW) provides a clear appreciation of the functional requirements of the Rail Network Protection Services (RNPS) in the Central Corridor.

1.2. Primary objective and intended outcome of the Rail Network Protection Services (RNPS).

RNPS is a security approach in which the customer procures security services from Security Service Providers (SSPs) by specifying how those services should be rendered.

- 1.2.1. The approach of prescribing the security services required provides a clear indication of the resources that TRIM needs to be deployed for adequate protection of the sites.
- 1.2.2. The security services requirements are also prescribed to ensure uninterrupted security services and compliance.

1.3. Key Performance Indicators (KPIs) and Primary objectives of the Rail Network Protection Services (RNPS)

- 1.3.1. The performance of the SSPs will be closely monitored and non-performance shall lead to contract termination as detailed in the Master Services Agreement (MSA).
- 1.3.2. The primary objective of the Rail Network Protection Services (RNPS) is to achieve the outcomes in Table 1.

KPI	KPI Measure
Train Cancellations (due to Security Incidents)	Reduction of Slot Cancellations
Number Of Incidents theft and vandalism <i>Security Incident Management System (SIMA)</i>	Reduction of Overhead Traction Equipment (OHE) incidents
	Reduction of Signal cable incidents
	Reduction in Vandalism: Relay Room & Substation
	Reduction of Electrical cable incidents
	Reduction of Telecoms cables incidents
Minute Delays - <i>SIMA</i>	Reduction of Delays due to Security incidents
Length Of Cable - <i>SIMA</i>	Reduce length of cables and the associated replacement cost
Perway - <i>SIMA</i>	Reduction of Perway equipment incidents

Table 1 – KPIs and objectives of the RNPS.

1.4. Implementation summary

The bidding company shall deploy the TRIM-prescribed physical security resources from contract inception to ensure that the entire corridor is secured from day one of the contract.



Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.

2. SCOPE OF WORKS

- 2.1 The required security services would safeguard personnel, assets, and properties that cover a large area and various locations within the corridor, including, among other things, the TRIM major installation sites.
- 2.2 The approved proposal must be implemented immediately by the SSP.
- 2.3 The SSPs will be responsible for contract management of their personnel and providing TRIM with daily deployment of security resources at all locations. This will form part of the daily "Posting Sheets". Dishonesty and inaccurate reporting would constitute a severe breach of contract and may lead to termination.
- 2.4 All alarm triggers from existing and future TRIM Monitoring systems shall require the SSP to dispatch the response team quickly to the site. A quick response and backup are crucial to ensure that assets and personnel are not unnecessarily put at risk in the absence of effective contingency plans.
- 2.5 TRIM will not entertain any deployment deviations provided to the SSPs if they (the SSPs) have failed to secure the site. In this case, any negligence by the SSP will result in claims being initiated under the Master Service Agreement for poor service delivery.
- 2.6 The SSPs shall be required to attend all reported security incidents, secure crime scenes, investigate crime breaches within the area of responsibility, which includes the integrity tests (polygraph testing) by a registered service provider, and report the crime to TRIM as well as to the South African Police Service (SAPS) within 24 hours.
- 2.7 Failure to report incidents to the South African Police Service (SAPS) will be regarded as a breach of contract. Furthermore, the SSP is required to provide testimony during court proceedings as part of the contract requirements and expectations without additional remuneration.
- 2.8 The requirements outlined in the scope of work are to ensure that the SSPs achieve the Security Management Life Cycle (SMLC) as outlined below to secure the personnel, infrastructure, and assets adequately. The elements of the SMLC help to establish a mindset for protecting assets.
- 2.9 Community engagement
 - 2.9.1 The bidding company shall provide a plan to engage the community stakeholders and establish partnerships with them to get the buy-in and mitigate the security challenges in the Central Corridor. The plan shall include to the following:
 - 2.9.1.1 Engage community stakeholders and establish partnerships with them.
 - 2.9.1.2 How to support an integrated approach by influencing socio-economic initiatives through the introduction of small businesses into the value chain and innovative upliftment of the community through skills development.
 - 2.9.1.3 How to establish full-time sources of information from local communities such as liaison officers within the local communities, to source information about crime/incidents within the rail network, identify syndicates operating within local communities, and incorporate local communities in a performance, success, and reward model to look after the railway infrastructure that runs near the communities.
 - 2.9.1.4 Community engagement plan to mitigate crime and incidents. The plan must fully cover the following:
 - Minimum 2 community engagements per quarter for the duration of the contract.
 - A plan on how to support an integrated approach by influencing socio-economic initiatives through introduction of innovative upliftment of community through security-related skills development throughout the Central Corridor.

Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.



- A plan on how to establish full-time sources of information from local communities, such as liaison officers within the local communities. The information sources will gather information about crime/incidents within the rail network, identify syndicates operating within local communities, and incorporate local communities.
- The SSP shall submit a minimum of two letters of intent, duly signed and stamped by the SSP, the relevant community leader, and tribal leader. The letters shall confirm the community and tribal leader's commitment to support the SSP as part of community engagement process.

2.10 Law Enforcement Agencies

2.10.1 The bidding company shall provide a plan to interface with Law Enforcement Agencies (E.g., Police, Community Forums, security committees, mining crime-combating forums, etc.) and industries (E.g., farmers' associations, Ferrous and Non-Ferrous Committees, etc.) to mitigate security challenges in the Central Corridor. The plan shall include the following:

2.10.1.1 Establish a dedicated investigation team that adequately supports the crime stats provided to manage all reported Transnet incidents, case management, establish an information network within their areas of responsibility, follow up on reported cases with the National Prosecuting Authority (NPA) and update Transnet on the status of all cases.

2.10.1.2 How to improve existing cooperation, coordination, and strengthen information sharing with Law Enforcement agencies.

2.10.1.3 How the bidding company shall conduct data analysis and a further plan on how to execute joint operations with other relevant stakeholders.

2.11 Physical resources required

2.11.1 The bidding company shall deploy the resources as listed on Table 2.

2.11.2 A detailed deployment per Depot will be contained in the SLA.

2.11.3 All the requirements on Table 2 must be priced.

RESOURCE DISCRIPTION	QUANTITY		TOTAL RESOURCES
	DAY	NIGHT	
Foot Patrollers Unarmed Grade C (Substation, Relay Room, Depot Yards)	175	182	357
Foot patrollers Unarmed Grade C (Servitude)	209	243	452
Crime Prevention Armed Driver Grade C	76	90	166
Crime Prevention Armed Crew Grade C (1 x Per Vehicle 10 000km pm)	76	90	166
Crime Prevention Vehicle (Double Cab 10 000km pm)	76	90	90
Tactical Team Leader/ Driver Armed Grade B	12	17	29
Tactical Team Armed Crew Grade C (2 x Per Vehicle)	24	34	58
Tactical Vehicle (Double Cab 10 000km pm)	12	17	17
Equestrian (Horse covering maximum 2km)	10	12	22
Armed Horse Rider Grade C	10	12	22
Crime Prevention Motorbikes	11	13	13
Crime Prevention Motorbike Rider Armed Grade C	11	13	24
K9 (for critical facilities: diesel depot, material stores)	3	5	8
K9 Handler Armed Grade C	3	5	8
Drone Team (Includes Drone Operator, Drone Equipment, Vehicle, and Support Protection) (Drone specifications: water resistant thermal camera, 10km radius capability, 8-hour shift per day)	0	5	5

Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.



Community engagement	0	0	8
Supervision (Grade B armed)	24	24	48
Supervisor Vehicle (Single Cab 10 000km pm)	24	24	24
Control room supervisor (Grade B)	1	1	2
Control room operator (Grade C)	6	6	12
Area Managers (Grade A)	6	0	6
Investigations team (Grade A)	3	0	3
11 x Days Shutdown (First shut January 2027)			
Grade "C" - Unarmed Dayshift (Foot patrollers)	56	56	112
Crime Prevention Armed Driver Grade C	10	10	20
Crime Prevention Armed Crew Grade C (1 x Per Vehicle 10 000km pm)	10	10	20
Crime Prevention Vehicle (Double Cab 2 000km pm)	5	0	5
Drone Team (Includes Drone Operator, Drone Equipment, Vehicle, and Support Protection) (Drone specifications: water resistant thermal camera, 10km radius capability, 8-hour shift per day)	2	0	2
11 x Days Shutdown (Second shut) to be confirmed)			
Grade "C" - Unarmed Dayshift (Foot patrollers)	56	56	112
Crime Prevention Armed Driver Grade C	10	10	20
Crime Prevention Armed Crew Grade C (1 x Per Vehicle 10 000km pm)	10	10	20
Crime Prevention Vehicle (Double Cab 2 000km pm)	5	0	5
Drone Team (Includes Drone Operator, Drone Equipment, Vehicle, and Support Protection) (Drone specifications: water resistant thermal camera, 10km radius capability, 8-hour shift per day)	2	0	2

Table 2 - Physical security resources.

2.11.4 TRIM schedules two shutdowns of 11 days each within identified sections of the corridor to carry out maintenance and repairs on the railway infrastructure. The bidding company shall provide an estimate for 2 annual shutdowns in the Central Corridor over a 12-month period.

3. Background

- 3.1 The Central Corridor is a strategic and important go-through passage for different corridors. Transnet's primary business is to provide rail transport of commodities for the export, regional and domestic markets. Transnet operates the world-class heavy-haul coal and iron ore export lines and is developing the manganese export corridor to heavy-haul standards.
- 3.2 Transnet also transports a broad range of bulk, general freight commodities, and containerised freight. The division maintains a complex rail network of approximately 31 000 track kilometers (20 900 route kilometers) over which commodities are transported by rail.
- 3.3 The diverse rail network comprises 1 500 kilometres of heavy haul lines and includes 3 928 kilometres of branch lines that serve as feeders to main lines. The rail network service provides strategic links between ports, terminals and production hubs, providing connectivity within Southern African railways to support regional integration. Infrastructure connectivity, coupled with close co-operation with other Operating Divisions and collaboration with key customers, enables the delivery of freight volumes across value chains.
- 3.4 Transnet introduced a new operating model that shall decentralize key responsibilities to ensure a more responsive rail freight network that is better equipped to service the South African economy. The Central Corridor specifically is divided into sectors below:

3.4.1 Cluster 1 (Sentrarend and lines, Leeuhof, Sasolburg, Potchefstroom, Klerksdorp and Lines)

3.4.2 Cluster 2 (Elandsfontein, Marieshoop, Springdale, Kaalfontein, Pretcon, Capital Park, Watloo &

Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.



Greenview and lines, Natal Spruit yard and lines.)

3.4.3 Cluster 3 (Klerksdorp and lines, Mafikeng and lines.)

3.5 The Central Corridor has critical infrastructure below.

3.5.1 Length of the rail network – 2818 Kilometers (km)

3.5.2 Total traction Sub = 58 (24 sites have existing technology) (34 no tech)

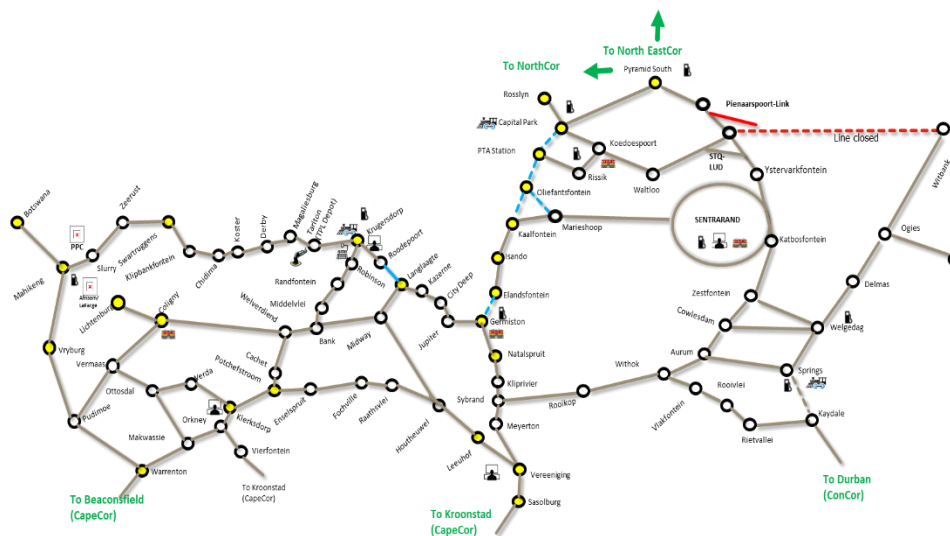
3.5.3 Total distribution Sub = 41 (1 site has existing technology) (40 no Tech)

3.5.4 Total relay room = 107 (25 sites have existing technology) (82 No Tech)

3.5.5 Depots= 3

3.5.6 Yards= 35 (11 sites have existing technology)

3.6 The Central Corridor is illustrated on the map below:



4. COMPLIANCE AND STANDARDS

4.1. The bidding company shall submit the following documents as mandatory returnable documents. Compliance with all applicable legislation shall be at the SSP's cost. The bidding company shall be liable for any breach by any one or more of its security officers, employees, servants, permitted agents, and contractors (independent or otherwise) of the provisions of these clauses and hereby indemnifies and holds the Client harmless against all claims, loss, or damage which the Client may suffer arising out of all such breaches.

N.B: All submitted documents and certificates must be valid on the closing date and time of the bid.

- 4.1.1. The bidding company shall provide a valid PSIRA certificate as a security provider in terms of section 20 of the PSIRA Act. ("New Certificate" in line with industry circular issued by PSIRA on 10 March 2015). The SSP shall ensure that it obtains and retains its PSIRA registration certificate. The PSIRA certificate must be valid on the bid closing date and time.
- 4.1.2. The bidding company shall provide proof of Public Liability Insurance cover from Insurer for Public Liability Insurance (PLI) cover for not less than R5 000 000,00 (Five million South African Rand) with an annual limit cover of not less than R30 000 000,00 (Thirty million South African Rand).
- 4.1.3. The bidding company shall provide proof of Security Liability Insurance cover from the Insurer for Security Liability Insurance cover for not less than R5 000 000,00 (Five million South African Rand) with an annual limit cover of not less than R30 000 000,00 (Thirty million South African Rand).
- 4.1.4. The bidding company shall submit a letter of compliance from the Security Industry Provident Fund. The letter of



Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.

compliance shall not have any outstanding amounts.

- 4.1.5. The bidding company shall submit a letter of Good standing from the Security Industry Medical Aid Insurance/Fund. The letter of Good Standing shall be accompanied by a Human Resources (HR) list of employees.
 - 4.1.6. The bidding company shall provide valid proof of PSIRA (Grade A or Grade B) credentials for each active Member (Director, Partner, Trustee) of the bidding company. The PSIRA certificate must be valid on the closing date and time of the bid.
 - 4.1.7. The SSP shall submit a valid Criminal Clearance Certificate(s) from the South African Police Services (SAPS) for all Company active Directors. Third-party-issued criminal clearance certificates will not be accepted. The extent of the clearance shall be in line with the Schedule Table of Offences of the Private Security Industry Regulation Act, 2001. The criminal clearance certificate(s) shall not be older than six (06) months.
 - 4.1.8. The bidding company shall submit a valid and signed Letter of good standing from PSIRA. The letter of good standing shall be on PSIRA letterhead.
 - 4.1.9. The bidding company shall submit a signed Letter of Good Standing from the Compensation fund for Occupational Injuries and Diseases Act (COIDA).
 - 4.1.10. The bidding company's security personnel must be registered with PSIRA. The bidding company shall submit valid PSIRA registration certificates (Minimum Grade C) of at least Five (5) security officers currently employed by the bidding company to prove compliance.
 - 4.1.11. The bidding company's security personnel who are required to use firearms shall have SAPS firearm competency certificate. The bidding company shall submit a minimum of five (5) SAPS firearm competency certificates for five (5) security personnel in their employment. The competency certificate must not be older than 5 years.
 - 4.1.12. The bidder shall submit two hundred and fifty-seven (257) firearm licences owned by the company and available for deployment. – Desktop evaluation.
 - 4.1.13. Bidders must submit a valid copy of the Performing Animal Protection Act License (PAPAA Act) for the province in which the service will be provided. The bidding company shall submit the PAPPAA license for Gauteng province. The licenses accepted must be in the name of the bidder or a third-party contracted service provider (Animal and handler services).
 - 4.1.14. Bidders must submit a valid copy of the Performing Animals Protection Act License (PAPAA Act) for the province in which the service will be provided. The bidding company shall submit the PAPPAA license for Northwest Province. The licenses accepted must be in the name of the bidder or a third-party contracted service provider (Animal and handler services).
- 4.2. Compliance with statutes
- 4.2.1. The Bidder shall comply with all relevant legislation as amended from time to time, including, but not limited to, the ones below. Compliance with all applicable legislation shall be at the Bidder's cost.
 - 4.2.1.1. PSIRA Act (56 of 2001), as amended;
 - 4.2.1.2. Private Security Industry Levies Act, (23 of 2002);
 - 4.2.1.3. National Key Points Act (102 of 1980), as amended;
 - 4.2.1.4. Basic Conditions of Employment Act (75 of 1997);
 - 4.2.1.5. Compensation for Occupational Injuries and Diseases Act (130 of 1993), as amended;
 - 4.2.1.6. Provincial ordinances and laws and municipality by-laws including all relevant regulations promulgated;
 - 4.2.1.7. The Occupational Health and Safety Act (83 of 1993);
 - 4.2.1.8. Protection of Personal Information Act (4 of 2013);



Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.

- 4.2.1.9. Firearms Control Act, (60 of 2000), as amended;
- 4.2.1.10. Criminal Procedure Act (51 of 1977);
- 4.2.1.11. Control of Access to Public Premises and Vehicles Act (53 of 1985), as amended;
- 4.2.1.12. Codes of Good Practice embodied in the Broad Based Black Economic Empowerment Act (53 of 2003);
- 4.2.1.13. Independent Communications Authority of South Africa Act (13 of 2000), as amended;
- 4.2.1.14. Legal Succession to the South African Transport Services Act (9 of 1989);
- 4.2.1.15. Income Tax Act (52 of 1962);
- 4.2.1.16. Value-added Tax Act (89 of 1991);
- 4.2.1.17. Trespass Act (6 of 59)
- 4.2.1.18. Matters Amendment Act (18 of 2015);
- 4.2.1.19. Any other legislation and regulations and/or in-house specific policies, procedures guidelines that govern some of the Client's sites; and
- 4.2.1.20. Any other regulatory obligation such as the Railway Safety Regulator (RSR) Act (16 of 2002).

4.3. Shutdown costs

- 4.3.1. TRIM schedules two shutdowns of 11 and 14 days each within identified sections of the corridor to carry out maintenance and repairs on the railway infrastructure.
- 4.3.2. The shutdown periods typically experience heightened criminal activity. Accordingly, specialised security services are required to provide protection during the shutdowns for a period not exceeding 14 days per shutdown.
- 4.3.3. The bidding company shall provide a quote for 2 annual shutdowns in the Central Corridor over a 12-month period.

4.4. Experience and Track Record

- 4.4.1. TRIM is calling for proposals from the SSPs with demonstrable experience in the provision of security services for critical infrastructure, including experience in delivering an RNPS.
- 4.4.2. Acceptable experience includes experience in critical infrastructure protection (Rail or National Key Point).
- 4.4.3. To demonstrate experience, each bidder shall submit reference letters from current and/or previous clients. Each reference letter shall meet the requirements below:
 - 2.4.3.1 State the period/duration of services provided.
 - 2.4.3.2 Describe the scope of security services provided.
 - 2.4.3.3 Be dated, on the client's letterhead, and signed by the client.
 - 2.4.3.4 Include contact details of the client for verification purposes.
- 4.4.4 As part of the due diligence process (Before the award of the contract), the specific checks below will be conducted.
 - If any contract of the bidding company security service was terminated by the client due to poor performance in the last 5 years (2022 to 2026).

5. TERMS AND CONDITIONS

- 5.1. Contractual obligations – See the full details on the Master Services Agreement (MSA) (**Annexure A**).
- 5.2. The SSPs are required to provide a signed acceptance of the Scope of Works (**Annexure B**).
- 5.3. The SSPs are required to provide a detailed project schedule based on the scope of works.
- 5.4. Non-disclosure and Confidentiality Agreement – Refer to **Annexure C**.
- 5.5. Service Level Agreements (SLAs)
 - 5.5.1. A detailed SLA will be provided to the successful bidder as part of the signing of the MSA.
- 5.6. Reporting and Documentation
 - 5.6.1. The SSP shall be required to capture incidents, provide trend analysis, provide high-level reporting in line with

Provision of Rail Network Protection Services (RNPS) to Transnet Rail Infrastructure Manager (TRIM) within the Central Corridor for a period of Twelve (12) months.



TRIM's requirements.

5.6.2. All incidents shall be accompanied by an incident report (First Information of Crime), investigation reports and an SAPS-generated case number.

5.7. Proof of Presence

5.7.1. The bidding company shall demonstrate operational presence within the TRIM Central Corridor comprising Gauteng, Northwest, and bordering Northern Cape and Free State provinces.

5.7.2. The bidding company shall submit the following for every province listed in 5.7.1 to validate operational presence in the Central Corridor:

5.7.2.1. Proof of ownership(s) or lease agreement(s) of premises.

5.7.2.2. Physical addresses of decentralised armoury.