

	Group Capital Enablement Provider Scope of Work	Group Capital
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of Work**

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GCD ENABLEMENT PROVIDER (RESOURCE)

Special Purpose Vehicle (SPV)

SCOPE OF WORK

1. GENERAL

As part of the Group Capital Division (GCD) re-establishment initiative, GCD is seeking to engage a specialist resource enablement provider, operating as a special purpose vehicle (SPV) to augment our internal capability and capacity in delivering a range of different technology capital infrastructure projects spanning the refurbishment and upgrading of power stations, as well as green and brown field projects for nuclear, coal, hydro/pumped storage, open and/or combined cycle gas turbine plants, renewables, outage management, transmission, distribution and facilities. Resources will be required across all projects being managed by the Group Capital Division.

Eskom requires capital infrastructure project and project engineering management resources in two main categories namely: Generalised and Specialised Resources (Generalised resources are flexible and can be used across multiple projects. Specialised resources are niche and focused on the specific needs of a particular project).

Resources may be sourced locally or internationally and can be sourced through sub-contracting with local and international firms. Knowledge of South African regulatory environment and energy sector context is required. The preferred provider needs to be flexible across the project management and technology specific requirements as needed across the range of infrastructure projects. The enablement contract will be managed through a task order draw down process. Task orders will be issued for either a full service or for a specific type of resource. Resources placed via task orders will be on probation for three months and should the resource provided fail to meet expectations or need to be removed, the provider will need to replace them at no extra cost. A special retainer sign on bonus should be considered for exceptionally scarce or highly skilled resources that may be required on projects, to be recovered if the resource is replaced within a 12-month period.

GCD will make use of incentives and penalties which will be stipulated with the placement of each task order. GCD retains the first right of refusal on changes made to teams or individual resources and requires any changes to be done through a consultation process.

2. SCOPE OF WORK

Project Management and Project Engineering Resources are required across the full project life cycle for power generation, transmission and distribution technologies and associated infrastructure projects, including emergent power generation technologies as outlined below:

- Coal Fired Technologies
- Hydro and Pumped Storage Technology
- Open or Combined Cycle Gas Turbines Technology
- Heat Recovery Steam Generator Power Technology
- Renewables Technologies
- Energy Storage Technologies
- Nuclear Technologies
- Emissions Abatement Technologies
- Civil and structural design applicable to specific Technologies
- Power Transmission and Distribution engineering, technologies for infrastructure development and execution and associated works
- Marine Environmental adherence
- Gas Power Generation Technologies
- Pipelining technologies (water, gas etc.)
- Assessment and refurbishment of existing coal power plants and infrastructure
- Assessment and refurbishment of existing peaking power plants and infrastructure
- Mining Technology and developments
- Project engineering, project management and construction management for asset creation of power generation, distribution, and transmission projects
- Existing building infrastructure refurbishment enhancement and modernisation.

3. OBJECTIVES

- **Capacity Augmentation:** Promptly scale up our project teams with experienced project-management and technical resources, as and when required.
- **On-time, On-budget Delivery:** Support delivery of multiple concurrent technology projects, ensuring adherence to scope, schedule, cost, quality health & safety and risk standards.
- **Provide skilled resources** to support the planning, execution, and improvement of Eskom projects across all stages, phases, and technologies.

3. SCOPE OF WORK

Project engineering resources are required to cover the full spectrum of engineering works across technologies, be suitably qualified and professionally registered in their engineering capacity in the following:

- a. Concept Studies – Technology solutions and life cycle cost analysis.
- b. Pre-feasibility Studies – Technical definition, cost/benefit analysis and risk assessment.
- c. Feasibility Studies – Turning Eskom's User Requirements Specification into Functional Specifications, preparing Position Papers, Standard Specifications and Plant Systems Optimisation. Develop Contracts List, Capital Cost Estimates and Contracting Strategies.
- d. Commercial Specifications – Prepare Commercial Specifications and/or Works Information documents.
- e. Tender Evaluation – Perform technical evaluation of tenders.
- f. Project Engineering (including quality control) – Provide site technical support during construction and commissioning, including configuration management.

Project management resources required as set out in the Eskom Deliver Projects Methodology. Contractors may propose additional, complementary roles if justified against the outlined capabilities below. The SPV must be prepared to supply any combination of the following services (full- or part-time):

1. Project Portfolio Management.
2. Programme Management.
3. Project Management.
 - a. Integration management.
 - b. Scope management.

- c. Time management.
 - d. Cost management.
 - e. Quality management, assurance, and quality control.
 - f. Identification and management of Risks.
 - g. Communication management.
 - h. Procurement management & Procurement practitioners.
 - i. Human resources management.
 - j. Stakeholder management.
 - k. Assistance with post project evaluation and audits.
 - l. Site labour relations.
 - m. Security management.
 - n. Document Control and Records management.
 - o. Business/Data analysis.
4. Contracts management
- a. Strategies.
 - b. Claims & Variations.
 - c. Dispute resolution.
 - d. Quantity surveying.
 - e. Contracts administration.
 - f. Procurement support to Eskoms DOA.
5. Project Controls Management
- a. Integration of all project controls elements.
 - b. Master scheduling, activity scheduling, resource loading.
 - c. Cost management, cost loaded scheduling.
 - d. Quantitative risk management.
 - e. Earned Value management.
6. Construction & Commissioning Management
- a. Support Management of Construction Execution.
 - b. Technical Supervision across all engineering competencies.
 - c. Site management and construction management.
 - d. Quality control checking, progress reporting and completion of construction and hand over to commissioning.
 - e. Manage Construction Close-out. All the activities required to close-out the construction phase of the project.
7. Safety Health & Environmental Services (Adherence to SA Law and registration)
- a. Safety & Health support during project planning, development & execution.

- b. Environmental support on Projects during planning, development & execution.

8. Information Technology / Operational Technology

- a. Business process improvement & automation (internet, intranet, business process, Robotic process automation, AI/ML specialisation).
- b. Project process automation.
- c. Project controls application implementation, **amongst others** that may be recommended:
 - Design: Autodesk, Bentley, Intergraph
 - Estimating: Win QS
 - Scheduling: Microsoft, Oracle Primavera
 - Cost Management: Prism G2
 - Contract Management: Primavera
 - Document Management: Open Text, SharePoint
 - Risk: Primavera (PRA)
- d. Project data mapping, security, and analysis.
- e. Digital transformation and software development.

4. RESOURCE REQUIREMENTS

- The SPV shall supply one or more resources as required through specific task orders. The following categories will be applicable - Senior and Expert:
 - Senior – a person with adequate expertise and relevant experience and who carries the direct responsibility for one or more specific activities with at least 15 years' experience.
 - Expert – a person who takes full responsibility for activities, performs work of conceptual nature, and provides strategic guidance with national and/or international experience with more than 20 years' experience in their field of expertise.
- Resources must be experienced in project construction management and project engineering management within large, mega, or complex organizations, preferably in utilities or infrastructure sectors.
- Have the necessary qualifications for the role being sought.
- Proposals including CV's must be provided before appointment and the relevant General Manager of the department will be required to sign off on evaluation reports. Eskom management may request interviews with selected individuals prior to task order contract award.

- The SPV will be required to capacitate and upskill current GCD staff and provide a plan on how this will be achieved against each task order drawn.

5. DURATION AND LOCATION

- The contract will be for a period of **8 years** (eight) with an option to extend based on SPV performance and evolving business needs.
- The resource(s) may be required to work on-site at various locations within South Africa and remotely as appropriate.
- The SPV is required to take into account local/international travel and placement of resources for a period of time, this has to be planned for in submissions.

6. DELIVERABLES

For each resource, the contractor shall provide:

1. **Onboarding pack:** CV, qualifications/certification, skill matrix, workplan (within 10 working days of contract kick-off for a specific request under the SPV agreement).
2. **Governance reports (as agreed to per task order):** Consolidated report to be presented at relevant forum.
3. **Knowledge-transfer artifacts:** Training materials, workshop recordings, “how-to” guides or other (to be specified by SPV).
4. **Performance and status reports (as agreed to per task order):** resource performance monitoring and reporting reports (to be proposed by SPV).
5. **International resource or teams:** GCD retains first right of refusal on international resources, this may include visiting the country, specifically for very high-end resources in order to meet and spend time/decide on placement.