

	Scope of Work	Research, Testing & Development
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1 Description of the Works

1.1 Executive Overview

The global energy sector is undergoing a profound and rapid transition towards renewable energy sources. For Eskom, this shift is not merely a trend but a strategic imperative that necessitates innovation to secure its relevance and leadership in a decarbonized future. Battery Energy Storage Systems (BESS) are a cornerstone technology in this transition, offering the critical capability to enhance grid stability, enable the seamless integration of variable renewable energy (like wind and solar), and ultimately, bolster South Africa's energy security.

Currently, South Africa's complete reliance on international supply chains for battery cells creates significant strategic vulnerabilities. This dependency exposes the nation to price volatility, geopolitical supply risks, and complex logistical challenges. To mitigate these risks and capitalize on the immense opportunity for local industrial and economic development, Eskom is proposing the establishment of a domestic BESS manufacturing value chain.

Eskom aims to design, manufacture, localize, and assemble battery cells at one of its facilities, fostering domestic value addition and job creation. Also seeks to form partnerships to co-develop, manufacture, and commercialize advanced battery technologies. The partnership will involve sharing intellectual property, resources, and expertise to achieve the goal of market expansion and technological advancements.

1.2 Site and Physical Orientation

The facility will be established at Grootvlei Power Station at the following physical address:

Farm Panfontein 452 IR,
Grootvlei,
Mpumalanga,
2420

GPS coordinates: 26°46'S 28°30'E

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Figure 1: Planned BESS Manufacturing layout at Grootvlei Power Station

1.3 Employer's Requirements

The primary goal is to assess the viability of establishing a 4GWh per annum battery production facility. The project is envisioned to commence with a 1GWh per annum pilot plant to de-risk the investment, build local capabilities, and test the market, before scaling to full production capacity.

A critical outcome of this study is to provide Eskom with a strategic recommendation on the most advantageous entry point into the battery value chain. This will inform Eskom's investment strategy and positioning in the rapidly growing energy storage market.

1.3.1 Market Study

- **Demand Assessment:** Analyse the current and projected demand for battery energy storage systems (BESS) in South Africa and the Southern African Development Community (SADC) region. This includes grid-scale storage, commercial & industrial (C&I), and residential sectors.
- **Competitive Landscape:** Identify existing and potential competitors, both local and international. Analyse their market share, products, and pricing strategies.
- **Product & Pricing Strategy:** Recommend optimal battery products (e.g., LFP, NMC) and pricing structures to ensure market competitiveness.
- **Sales & Distribution Model:** Propose an effective go-to-market strategy, including potential sales channels, partnerships, and distribution logistics.

1.3.2 Gigafactory Capacity Assessment

- Detailed production localization options
- Detailed production line options

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- Final recommendations on facility scale, product type and business strategy

1.3.3 Technical Feasibility

- Technology & chemistry selection: Evaluate various battery chemistries and technologies. Justify the recommended technology based on performance, cost, safety, supply chain security, and alignment with target applications.
- Equipment & machinery: Identify and list the required manufacturing equipment, potential suppliers, and estimated costs.
- Raw material & supply chain: Detail the required raw and processed materials. Assess the feasibility of local sourcing versus importation, including logistics and associated costs.
- Utilities & infrastructure: Specify the requirements for electricity, water, gas, and other essential utilities.

1.3.4 Production Site Assessment (Selected site Eskom)

- Assessment of production site readiness for gigafactory set-up.
- Scope of works and budget estimation for production site adaptation.
- Analysis of available energy resources, logistics, on-site & surrounding infrastructure.
- Site Selection Criteria: Develop a weighted scorecard for potential site selection, considering factors like proximity to raw materials, logistics hubs (ports, rail), skilled labour, and utility connections.
- Environmental & Social Impact Assessment (ESIA): Outline the preliminary requirements for an ESIA, identifying key potential impacts and permitting processes.

1.3.5 Gigafactory design concept development

- Facility Design & Layout: Develop a conceptual design and layout for both the 1GWh pilot plant and the 4GWh full-scale facility, including clean/dry room specifications and automation levels.
- Provide general project data

1.3.6 Financial & Economic Viability

- Development of partnership agreement model.
- Financial Model: Develop a detailed 20-year financial model encompassing:
 - Capital Expenditure (CAPEX): Itemized costs for buildings, equipment, and contingencies for both the pilot and full-scale phases.
 - Operating Expenditure (OPEX): Detailed breakdown of raw materials, labor, utilities, maintenance, and overheads

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- Revenue Projections: Forecasted revenues based on market analysis and pricing strategy.
- Funding & Investment Analysis: Projections of Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, and sensitivity analysis against key variables (e.g., exchange rates, material costs).
- Economic Impact Assessment: Evaluate the project's potential contribution to the South African economy, including job creation, GDP contribution, and development of local industries.

1.3.7 Regulatory & Risk Analysis

- Legal & Regulatory Framework: Identify all relevant national, provincial, and local regulations, licenses, and permits required for construction and operation.
- Risk Assessment Matrix: Develop a comprehensive risk matrix identifying technical, financial, operational, market, and regulatory risks, along with their probability, impact, and proposed mitigation strategies and stakeholder mapping.

1.3.8 Local Resource Integration and Supply Chain

The supplier is required to conduct a thorough analysis of the entire battery value chain and advise Eskom on the most strategic point of entry. For each stage, the supplier must provide a detailed assessment of the investment required, technological complexity, competitive intensity and potential for value creation. Recommend on whether Eskom should start with cell manufacturing, battery pack assembly, or another point in the value chain, and provide a rationale for this strategic choice. The analysis must cover the following stages:

Upstream:

- Mining and refining of raw materials (e.g., lithium, cobalt, manganese, nickel) sources and their transportation routes.

Midstream:

- Production of active materials (cathode, anode).
- Manufacturing of battery components (separator, electrolyte, casings).
- Battery Cell Manufacturing.

Downstream:

- Battery Pack Assembly from locally manufactured cells.
- Integration of Battery Energy Storage Systems (BESS).
- Sales, distribution, and installation.

End-of-Life:

- Second-life applications (repurposing).
- Recycling of battery materials.

1.3.9 Partnership Models & Intellectual Property (IP) Strategy

The supplier must evaluate and recommend a framework for partnership that focuses on effective Intellectual Property management and a comprehensive Knowledge Transfer plan.

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The analysis must include:

- Partnership Model Evaluation:
 - Analyse various partnership structures, including but not limited to:
 - Joint Venture (JV): A shared equity model.
 - Technical Licensing Agreement: Paying for the rights to use technology.
- Strategic Alliance: A collaborative agreement for mutual benefit.
- Licensing Terms: Propose favourable terms, including the scope of use, exclusivity, duration (e.g., perpetual license), and fee structures (e.g., upfront payment vs. running royalties)
- Knowledge Transfer Plan:
 - Develop a detailed, phased framework for the complete transfer of technical and operational knowledge from the partner to the local team.
 - This plan must specify the mechanisms for transfer, such as:
 - Secondment of the partner's experts to the South African facility.
 - Extended training of Eskom's core technical team at the partner's established facilities.

1.3.10 Human Capital & Skills Development Strategy

Skills Gap Analysis:

- Identify the specific technical and managerial skills required for all stages of battery manufacturing (e.g., chemical engineering, electrochemistry, quality control, automation and robotics, plant management).
- Assess the current availability of these skills within the South African labour market.
- Quantify the skills gap that needs to be addressed for both the 1GWh pilot phase and the 4GWh full-scale facility.

Training and Development Roadmap:

- Propose a detailed, multi-year training and development plan to bridge the identified skills gap.
- Identify potential strategic partnerships with local TVET colleges, Universities of Technology, and academic universities to develop relevant curricula and certification programs.
- Outline a framework for apprenticeship, internship, and learnership programs

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- Assess the need for international training with technology partners and outline a knowledge transfer plan to build local expertise.

Job Creation and Phasing:

- Provide a detailed forecast of direct and indirect jobs to be created during the construction and operational phases of both the pilot plant and the full-scale facility.
- Categorize the jobs by skill level (unskilled, semi-skilled, skilled, highly skilled) and functional area.

Recruitment and Retention Strategy:

- Develop a strategy for attracting, recruiting, and retaining top talent, with a focus on empowering local communities.
- Propose a high-level organizational structure for the facility.

Budgetary Allocation:

- Provide a detailed cost estimate for the implementation of the entire skills development strategy.
- Ensure these costs are fully integrated into the main financial model (under both CAPEX for training facilities/equipment and OPEX for program execution).

1.3.11 Project Deliverables and Timeline

- Inception Report: Outlining the detailed project plan, methodology, and timelines for the feasibility study.
- Provide a detailed implementation plan, timeline, and risk mitigation strategy for the pilot project and 4GWh facility.
- Interim Progress Reports: Monthly reports detailing progress against the project plan.
- Draft Feasibility Study Report: A complete draft for review and comment by Eskom.
- Final Feasibility Study Report: A comprehensive report incorporating all components detailed above, including the full financial model and an executive summary.
- Business Case Report: Detailed strategic project decision outlining benefits, costs, risks and alignment to organisational and national goals.

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1.3.12 Interpretation and Terminology

The following abbreviations are used in this Scope Document:

Abbreviation	Meaning given to the abbreviation
BESS	Battery Energy Storage Systems
GWh	Gigawatt Hour
SADC	Southern African Development Community
LFP	Lithium Iron Phosphate
NMC	Nickel Manganese Cobalt
ESIA	Environmental & Social Impact Assessment
CAPEX	Capital Expenditure
OPEX	Operating Expenditure
NPV	Net Present Value
IRR	Internal Rate of Return
GDP	Gross Domestic Product
BMS	Battery Management System
EMS	Energy Management System

2 Management Strategy and Start Up

2.1 The Contractor's Plan

The *Contractor* shall provide, the scope execution plan which complies to the requirements of this scope.

The *Contractor's* plan takes into consideration the employer's requirements as stated in section 1.2 above and below information:

- 2.1.1 Submit a proposal for the feasibility study for BESS Manufacturing Facility.
- 2.1.2 Submit a training proposal for the practical training which will be approved by the Employer. As a minimum, the training proposal shall address the following requirements:
 - Requirements: This should be carried out as part of the construction and commissioning of the BESS Manufacturing Facility and shall be based on the training proposal submitted by the contractor.
 - Training Location: Suppliers site.

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- Training Duration: Should be aligned with construction and commissioning duration so that by the time the facility is ready, employees are trained.
- Training Modules: Should include but not be limited to the following aspects: Cathode and anode production, battery cell production, battery cell assembly, robotics and automation, operation, maintenance, software (BMS, EMS) operation and troubleshooting, web-based application operation and troubleshooting, safety aspects.
- Program per training intervention: Proposal to be submitted by the contractor.
- Certification: Issuing certificates of attendance to all participants.

2.1.2.1 The *Contractor* may be required to participate in knowledge transfer workshops on request from the *Employer*, on an as-and-when required basis.

2.1.3 The following general requirements shall apply:

- Inception Report: Outlining the detailed project plan, methodology, and timelines for the feasibility study.
- Provide a detailed implementation plan, timeline, and risk mitigation strategy for the pilot project and 4GWh facility.
- Interim Progress Reports: Monthly reports detailing progress against the project plan.
- Draft Feasibility Study Report: A complete draft for review and comment by Eskom.
- Final Feasibility Study Report: A comprehensive report incorporating all components detailed above, including the full financial model and an executive summary.

2.2 Management Meetings

Meetings will be held between the Employer, the Contractor and any other co-opted members. The Contractor will be represented at each meeting by appropriate members of its staff. All meetings will be chaired by the Project Manager.

The venue for these meetings will be as determined by the Project Manager. The Project Manager will prepare and issue the minutes of these meetings.

All meetings shall be recorded using minutes or a register prepared and circulated by the person who convened the meeting. Such minutes or register shall not be used for the purpose of confirming actions or instructions under the contract as these shall be done separately by the person identified in the *conditions of contract* to carry out such actions or instructions.

A summary of the planned meetings is provided in Table 1.

2.2.1 Kick Off Meeting

Kick-off meeting will be held within 1 week after the award of the contract. This meeting will cover Project implementation, the Scope of work, and Schedule. This will give the *Contractor* an opportunity to discuss all matters related to carrying out their responsibilities.

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2.2.2 Progress Meetings

Weekly progress meetings will be held covering progress to date on the execution of the scope of works, and all associated risks, risk impact and risk mitigation.

2.2.3 Design Review Meetings

The *Contractor* shall present the Design to the *Employer* for technical review along with all relevant drawings.

A design review in a planned exercise is envisaged to ensure that there is a common understanding of the applicable standards and specification requirements, and to provide an opportunity to scrutinize the design to ensure the requirements meet the *Employer's* requirements.

During this meeting, the comments of the *Employer* on the design will be reviewed and discussed in detail to finalize the design for the Hybrid Wind and Solar PV Microgrid Research Facility system. The *Contractor's* installation and commissioning methodology will reviewed as part of the design review.

The design shall be accepted by the Project Manager for approval.

2.2.4 Ad-hoc Meetings

Ad-hoc meetings to discuss any matters related to the execution of the scope of work on an as-and-when required basis upon request from the *Employer* or the *Contractor*.

2.2.5 Meetings of a Specialist Nature

Meetings of a specialist nature may be convened as specified elsewhere in this Works Information or if not so specified by persons and at times and locations to suit the Parties, the nature and the progress of the *works*. Records of these meetings shall be submitted to the *Project Manager* by the person convening the meeting within five days of the meeting.

Table 1: Planned Meetings

Title and purpose	Approximate time & interval	Location	Attendance by:
Kick off meeting: Covering Project implementation, the Scope of work, Schedule and Safety File Requirements. This will give The <i>Contractor</i> an opportunity to discuss all matters related to carrying out their responsibilities.	Once-off, shortly after award of the contract. Date, time and duration to be confirmed upon award of contract.	Eskom Research, Testing & Development Offices, Lower Germiston Road, Rosherville,	<i>Employer, Supervisor, Contractor</i> and others as determined by the <i>Project Manager</i> .
Design review meetings:	Frequency, date and	Remotely via	<i>Employer,</i>

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Technical review of the Contractor's BESS manufacturing facility feasibility methodology	time to be confirmed during kick-off meeting.	Microsoft Teams or in-person at Eskom Research, Testing & Development.	<i>Supervisor, Contractor and others as determined by the Project Manager.</i>
Progress meetings: Covering progress to date on the execution of the scope of works, and all associated risks, risk impact and risk mitigation.	Weekly. Day, time and duration to be confirmed and agreed upon at kick off meeting.	Remotely via Microsoft Teams or in-person at Eskom Research, Testing & Development.	<i>Employer, Supervisor, Contractor and others as determined by the Project Manager.</i>
Adhoc meetings	As-and-when required. Date, time and duration to be confirmed.	Remotely via Microsoft Teams or in-person at Eskom Research, Testing & Development	<i>Employer, Supervisor, Contractor and others as determined by the Project Manager.</i>
Meetings of Specialist Nature	As-and-when required. Date, time and duration to be confirmed.	Remotely via Microsoft Teams or in-person at Eskom Research, Testing & Development	<i>Employer, Supervisor, Contractor and others as determined by the Project Manager.</i>

2.3 Contract Change Management

If there are any changes to the Contractor's plan, it will be the Contractors responsibility to inform the Employer of such change. Any changes shall be agreed upon in writing between both the Contractor and Project Manager.

2.4 Management of Work done by Task Order

The Contractor shall be issued with a task order for each of the deliverables/milestones prior to execution. This issuing of the task order instructs that Contractor to commence work on that deliverable/milestone. The project milestones are as follows

Table 2: Project Deliverables

No.	Milestones	Duration (weeks)	Start Date	Due Date
1	Project kick-off and safety file clearance	2	01 October 2025	15 October 2025
2	Contractor's inspection of Employer's selected site	3	16 October 2025	07 November 2025
3	Interim design of the BESS	6	08 November 2025	19 December 2025

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No.	Milestones	Duration (weeks)	Start Date	Due Date
	Manufacturing Facility			
4	Employer's review of the BESS Manufacturing Facility interim design	2	20 December 2025	04 January 2026
5	Final design of the BESS Manufacturing Facility	4	07 January 2026	04 February 2026
6	Submission of interim report	4	07 January 2026	04 February 2026
7	Employer's review of final design BESS Manufacturing Facility	2	05 February 2025	19 February 2025
8	Assessment of critical minerals	8	20 February 2026	15 April 2026
9	Submission of practical training proposal	4	16 April 2026	13 May 2026
10	Submission of final report	16	14 May 2026	09 September 2026

3 Health and Safety, the Environment and Quality assurance

3.1 Health and Safety Risk Management

The Contractor and his employees shall comply with the relevant Eskom policies, standards, procedures, and other statutory regulatory requirements and specifications. The Contractor complies fully to the requirements of the Occupational Health and Safety Act of 1993

3.2 Environmental Constraints and Management

The Contractor shall construct and/ or implement all the necessary environmental protection measures in each area before any work will be allowed to proceed. The Employer may suspend the Works at any time in terms the Conditions of Contract should the Contractor, in the Employer's opinion, fail to implement, operate, or maintain any of the environmental protection measures adequately.

Environmental management is concerned not only with the results of the Contractor's operations to carry out the Works but also, and most importantly, with the way his operations are carried out. It is thus a requirement that the Contractor shall comply with the environmental requirements. The Contractor shall comply with all relevant laws, environmental legislation and regulations, conditions

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of environmental approvals, environmental management plans, and Employers Policies and Procedures.

The Contractor shall comply with the environmental criteria and constraints stated in the Employer's SHE specification.

The Contractor ensures that all goods, services, or Works supplied in terms of the Contract comply with all applicable environmental legislation.

The Contractor is responsible to keep the work area clean of any rubble. All waste introduced and/or produced on the Employer's premises by the Contractor for this contract, is handled in accordance with the minimum requirements for the Handling and Disposal of Hazardous Waste in terms of Government Legislation as proclaimed by the Department of Water Affairs and Forestry and Eskom environmental requirements including Eskom Environmental waste management procedure 32-245.

Where required, the Employer provides special colour coded bins for refuse disposal. The Employer will empty these bins.

The Contractor ensures that all workers under his control strictly adhere to the correct use of refuse bins.

3.3 Quality Assurance Requirements

The Contractor complies with the Eskom Quality Requirements Standards.

- The Contractor and all sub-Contractors to comply with the Employer's quality requirements including those listed in the Employers specification document called "Supplier Quality Management Specification" number 240-105658000
- Certification to ISO 9001 is a mandatory requirement for this contract. The Contractor uses the QMS for all phases of the Project. The Contractor provides evidence of a fully implemented QMS within its own organisation. The Employer may at his sole discretion carry out an audit on any supplier; sub-supplier's or Subcontractor's QMS for acceptance.

3.4 Activity Schedule

The contractor provides the activity schedule for the scope of work. A typical activity schedule is provided in a separate excel spreadsheet following the template in Table 3. The Contractor's activity schedule should be in line with the project deliverables as shown Table 2 of this document.

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Table 3: Typical Activity Schedule

Item	Programme Reference	Activity Description	Price
TOTAL			

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4 Authorisation

This document has been seen and accepted by:

Name	Designation
Thomas Jacobs	Chief Engineer
Mfundi Songo	Senior Manager
Dr Kammy Young	IP Manager

5 Revisions

Date	Rev.	Compiler	Remarks
August 2025	1	Mashudu Ndwambi	Scope of work for tender issue

6 Development team

The following people were involved in the development of this document:

7 Acknowledgements

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