

	<b>Scope of Work</b>	<b>Generation: JET Office</b>
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**Title:** Appointment of a Contractor to support Eskom's JET Office in stakeholder identification, engagements, communications, and capacity building around Arnot, Camden, Hendrina and Kriel Power Stations in Mpumalanga

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**Area of Applicability:** Arnot, Camden, Hendrina and Kriel Power Stations

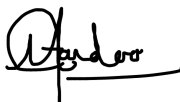


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## CONTROLLED DISCLOSURE

## **1. INTRODUCTION**

South Africa is one of the world's largest emitters of greenhouse gases, principally due to its heavy reliance on coal for electricity production (85%). The coal value chain is deeply embedded in the country's economy and society, generating over R80 billion in GDP and employing ~120.000 people. Decarbonizing South Africa's economy by decommissioning power plants and closing coal mines, will cause significant job losses. Given the unemployment level in South Africa (which is as high as 35% and up to 60% of the youth), a Just Transition that creates permanent and decent work opportunities at sufficient scale in sectors that are linked to the future green economy and promotes economy diversification is crucial.

Eskom decommissioned the Komati power station in 2022. Stakeholder engagement occurred but was deemed to be insufficient in terms of the granularity and solutions offered to address the immediate challenges. Based on the lessons learned, efforts have focused on alternative employment and skilling opportunities that must be developed early on at other stations (earmarked for decommissioning), delinking the decommissioning of the plant from Just Energy Transition efforts. We have also learned that regular and effective communications are essential with the community and other key stakeholders to ensure that we can progress in a co-creative manner with relevant solutions, viable programmes and sustainable outcomes.

Gaps in our approach – informing lessons learned – have also been noted: Komati's community relations indicate that a solid understanding of climate change, its impacts and the responses to this are needed to inform a context as to why decommissioning is essential. Although this was assumed to be done in our initial engagements, feedback shows that this remains an area requiring attention and detailed education. Furthermore, empowering the community to participate in the proposed projects and benefit from these, contributing their initiatives and seeking support for these, is essential for both a co-created outcome and for Just relations to be realised.

The current skills/capacity gap between what skills are needed and what is available has been identified at a high level via the Socio-Economic Impact Assessments undertaken, and various household surveys conducted by Governmental agencies. A skills mapping effort is underway at stations outside of the scope of these areas. Adding to the skills mapping to determine what skills are available and what skills community members aspire to will support the provincial efforts in this regard and inform what training is needed at the specific sites. This insight will ensure that the training offered is fit for purpose and will support future economically sustainable activities.

### **1.1 Scope**

The scope of this initiative will be implemented at four power stations (viz. Arnot, Hendrina, Camden and Kriel) around Nkangala and Gert Sibande Districts, Mpumalanga, aiming to engage key stakeholders in specific communities in and around these stations to effectively implement climate adaptation and mitigation projects that will be sustainable and economically active because of the initiatives explored/ proposed.

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The contractor must be able:

- To identify the key stakeholders within various zones of the power station
- To determine the issues and preferred channels that these key stakeholders utilise in voicing their messages, aspirations, and grievances.
- To build capacity (information sharing and training) within the community through spokespeople, structures, and channels to effectively communicate about climate change for the purposes of stakeholder engagement and advocacy around Just Energy Transition based efforts that:
  - Effectively drive information sharing on climate change and existing efforts to mitigate and adapt to these events.
  - Communicate what the Just Energy Transition is already undertaking and how to influence future ventures from the community (for this community)
  - Build on existing community led initiatives.
  - Address, inform and clarify expectations and deliverables from existing and co-created ventures.
  - Enable co-creative option development and prioritisation thereof.
- To train community members in a train-the-trainer approach to support small businesses in and around the 4 power station sites that suitably qualify as enterprises that link and supply services to the repowering and repurposing efforts at those sites and in other sectors.
- To map existing small businesses already in place and operational in and around the 4 sites to determine what services are operational and should not be duplicated and provide further financing opportunities to a broader range of enterprises.
- To determine what information these SMMEs need to support them to participate in the green economy and specifically in the projects identified /planned/co-created in these specific communities.
- To feed into projects that map the current skills capacities, expected deliverables and key social structures in and around the four (4) sites.
- To track and write up lessons learned about economic activities in this community and particularly small business development in these specific areas, focusing on what is common and specific to each site. These findings will be communicated further to support effective stakeholder engagements, address specific site-related questions, and manage expectations from the community more effectively.

This scope will be carried out in two phases:

Phase 1: Concentrate on clarifying who the main stakeholders are in the proximity of the coal powered plants and surroundings, focussing on local workers, the local private sector and other local stakeholders. Mapping the key stakeholder groups, their concerns around decommissioning as well as their current skills and economic activities.

Phase 2: Target these stakeholder groups using the most relevant and appropriate channels and methods to educate and inform narratives around climate change, related mitigating and adaptive

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technologies, opportunities associated with these technologies and skills available to benefit from these efforts.

### 1.1.1 Purpose

The purpose of this document is to specify how the Services must be rendered, the schedule and resources needed.

### 1.1.2 Applicability

This document shall apply to the following power stations Arnot, Camden, Kriel, Hendrina and the JET Office.

### 1.1.3 Effective date

The effective date will be when the contract for these services has been set up and approved and supporting systems required for compliance to the document requirements shall have been established and implemented.

## 1.2 Normative/Informative References

### 1.2.1 Normative

- [1] ISO 9001 Quality Management Systems – Requirements
- [2] Supplier Quality Management Specification (QM58): 240-105658000
- [3] ISO 19011: Guidelines for Quality and/or Environmental Management Systems Auditing
- [4] Supplier Quality Management List: List of Tender Returnables: 240-12248652

### 1.2.2 Informative

- [1] ISO 45001:2018 Occupational Health & Safety Management System
- [2] 36-1131 Conducting of QMS Internal Quality Audit
- [3] OHS Act & Regulations

## 1.3 Abbreviations

Abbreviation	Explanation
ISO	International Organisation for Standardisation
JET	Just Energy Transition
PCC	Presidential Climate Commission
OHS	Occupational Health & Safety
QMS	Quality management System
SMME	Small, Medium and Micro Enterprises

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## 1.4 Related/Supporting Documents

All divisional and business unit supplier quality requirements, standards and/or specifications

## 2. DESCRIPTION OF THE SERVICE

### 2.1 Phase 1

#### 2.1.1 Improved relationships and preparation - stakeholder mapping, engagement and collaboration

- Just Transition institutions (public, private and other) in Mpumalanga and the PCC must be able to work together as mutual partners at the provincial, district and local municipality level. The results thus need to inform how key structural players in the JET space can collaborate and engage these specific stakeholders.
- The relations between local communities and Eskom as a key player in the Just Energy Transition at power stations and surrounding areas must be strengthened.

#### Activities

- Identification of the key stakeholders around Arnot, Hendrina, Camden and Kriel in relation to community engagement at local, private sector, provincial, district and local municipality level.

#### Outputs

- Map stakeholders, key issues and the channels through which they can be effectively engaged.
- Engage key stakeholders on JET's impact, power station plans and map their understandings, responses and gaps that must be addressed.
- Establish what climate change messages are to be prioritised given concerns and aspirations typifying the key stakeholders in the specific zones.
- Determine how success cases can be leveraged to engage key stakeholders and why this works effectively here.
- Develop a baseline of awareness levels and show how this can be tracked to monitor improved understandings of the messages developed.

#### 2.1.2 Provide knowledge and awareness on impact and opportunities of JET in relation to Climate Change in the four Power Stations

- The key stakeholders should be made aware of the impact, intentions, and opportunities of the Just Energy Transition, proposed economic initiatives and work done thus far for the area. This can be tracked with a baseline and tracking tool showing improved awareness.
- A clear and informed narrative to be established contextualising decommissioning efforts and the opportunities associated with a Just Energy Transition, informed by key stakeholder concerns.

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- A critical mass of individuals positioning themselves as ambassadors of Climate Change and Just Transition and future repurposing and other economic development and job creation, will be created.
- Institutional structures and community reference points to be established as engagement points for future interventions in the Just Energy Transition around power station areas will be created.

#### Activities

- Determine baseline knowledge and issues maps for key stakeholders in immediate zones to track how awareness improves.
- Mobilise communities to participate in Just Energy Transition awareness raising workshops where key concerns are addressed and ongoing responses to these are co-created by the community.
- Record workshop proceedings and specific lessons and issues identified from the workshops.
- From the workshops above, identify individuals showing strong interest and initiative to support the wider community on JET issues and projects.
- Collaborate and share respective methodologies with funders to further enhance respective engagement processes.
- Engage in a consultative exercise to agree on how to establish local representative structures on JET.
- Support JET Ambassadors from the community through job opportunities and information center developments at the four different power stations.
- Facilitate engagement between local representatives and Eskom to create mutual relationships for training and experiential learning on JET through power station-based JET projects.
- Institutionalize local JET representation bodies through valid engagements with local municipalities structures; and
- Engage with Local Economic Development leaders at the local municipality level to incorporate JET in their development plans and activities.

#### Outputs

- Create awareness on climate change and JET with measurable tools to show increased awareness and internalization of the messages developed.
- Engage in a consultative exercise to establish local representative structures on JET (with real job opportunities and rewards) – note this could be supported by municipal and provincial structures as well as the PCC.

### **2.1.3 Stakeholder Alignment**

- Key stakeholders already supporting JET efforts need to be aligned in terms of sharing information, supporting one another to realise agreed JET initiatives and drive job creation.

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- Structures and processes to ensure stakeholders driving JET projects are aligned should be suggested and processes developed to enable easy information flow and message alignment between these players.

#### Activities

- Identification of key players and the channels used to disseminate messages and ascertaining how effective these are for transmitting information and education. The overlaps, contradictions and confusions arising from these (derived from processes above) need to be identified where applicable, and the causes thereof noted.
- Suggestions around resolving these misalignments to be determined from dedicated interviews with these stakeholders.
- Suggestions on how to improve aligned messaging.

#### Outputs

- Aligned efforts on JET messages.
- Supportive engagements between key stakeholders that avoid duplication and contradiction (if applicable).
- Identified channels to prioritise given findings from these activities with clarification on why these should be targeted

### **2.1.4 Report and MEL (Monitoring, Evaluation and Learning)**

A report will be delivered with at least the following information:

- An overview of the achieved results and activities and monitoring and evaluation indicators.
- Recommendations on next steps on engaging with the local communities on issues and economic activities related to a Just Transition.
- Advice on potential benefits and risks related to engaging with key stakeholders on Just Energy Transition and how to manage them. This will highlight what is unique and generic to each site.
- Advice on configuring relationships between the specific power stations mentioned and the surrounding community, especially on issues related to JET.
- Key issues that influence the narratives around decommissioning and JET efforts at the specific sites
- Proposed channels to use for effective future stakeholder engagement

#### Activities

As part of the consolidated report, provide recommendations on all aspects related to each result area above, for future improvements and strategic community engagements. Such recommendations should seek to answer the following questions:

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- What are the key issues from stakeholders in the area that must be addressed?
- What is the ideal structure/process to manage messaging around JET and the different objectives key stakeholders such as Mpumalanga Government, Eskom, funders/investors and local municipalities?
- What structures can accommodate co-creative inputs from below as well as share these ideas (from other grass root inputs and or from institutions) with specific communities?
- After the awareness raising workshops, how can we close the remaining gaps in terms of awareness of JET by the community members?
- How can the local Just Energy Transition structures be supported to strengthen their position in the local communities? This should refer to both the narrative they offer and the projects they can use as references for this narrative.
- How can the identified entrepreneurship opportunities be mobilised and supported so that they play a catalytic role for local economic development?
- What are the main risks related to further engagement with the local communities? How can we mitigate against such risks?
- How and who can reinforce good and constructive relationships between Eskom and local communities? Who should be in the lead in facilitating constructive and productive relationships for the local economic develop?
- How can we ensure that lessons from the project are incorporated in the local economic development plans and strategies?
- What monitoring and evaluation system can be utilised?

### Outputs

- Consolidated report with recommendations addressing the questions outlined in part 5.
- Monitoring, evaluation, and learning plan.
- Implementation plan.
- Potential benefits and risks related to engaging with local communities on Just Transition and how to mitigate them.
- Recommendations on configuring relationships between the specific power stations and the surrounding community on issues related to a Just Energy Transition.

## **2.2 Phase 2**

### **2.2.1 Key Message Development**

- Specific message development to relevant stakeholders.
- Ambassador programme developed.
- Tracking of awareness and co-creative options from below.

### Activities

- The service provider together with community representatives, will agree on key messages and the dissemination thereof to track the awareness levels.
  - These need to be informed by the issues map developed previously.

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- Developing a JET ambassadorial programme, enrolling advocates and supporting their employment via key stakeholders in the area
- Supporting JET ambassadors with key structures and processes that feed into and are fed by key stakeholders identified in phase 1.

#### Outputs

- An ambassadorial programme for JET populated by community spokespersons and supported by identified key stakeholders.

### 2.2.2 Communication and content development

Communication content and media material for (pamphlets, audio, video, and social media).

#### Activities

- Develop a social media strategy for the project.
- Develop project infographics outlining the project results.
- Develop a project video, documenting the project process and results and community perceptions.
- Develop a concept note that showcases the project as a best practice.

#### Outputs

- Social Media Strategy is developed.
- Project infographics developed.
- Project videos produced.

## 3. CONSULTANT REQUIREMENTS

The key expert positions whose CVs and experience will be evaluated include the following:

Position	Experience	Requirements	% weighting
Technical lead	10 years + in managing socio-economic development, stakeholder engagement and enterprise development with examples and testimonials of successes that can be verified.	<ul style="list-style-type: none"><li>• Social economic development experience</li><li>• Extensive experience working in a development context – community development</li><li>• Socio-economic diversification and community co-creation experience</li><li>• Stakeholder engagement experience</li><li>• A good understanding of social and economic</li></ul>	20%

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		<p>development issues in Mpumalanga</p> <ul style="list-style-type: none"> <li>• Experience working with a successful incubation facility locally</li> <li>• Examples of successful projects</li> </ul>	
Project manager	7 years + experience in project management, ensuring that project goals are met and delivered on time, within budget, and to the required quality standards. Examples and testimonials of successes that can be verified provided.	<ul style="list-style-type: none"> <li>• 5years + Social economic development / stakeholder management experience</li> <li>• Strong leadership and project management skills</li> <li>• Extensive experience managing large and complex projects.</li> <li>• List of successful projects submitted</li> </ul>	15%
Stakeholder manager and community facilitation	<p>7 years + experience in stakeholder management, Building, monitoring and maintaining constructive relationships with both their internal and external stakeholders,</p> <p>Experience working with local communities.</p> <p>Experience Establishing and formalizing partnerships with relevant institutions to support the implementation of project activities</p> <p>Providing strategic internal and external communication services</p>	<ul style="list-style-type: none"> <li>• 5 year + stakeholder engagement and community facilitation experience</li> <li>• Extensive experience stakeholder management and communication.</li> <li>• Expert must be able to work effectively with diverse stakeholders, have excellent communication and interpersonal skills, and be able to think creatively and develop innovative solutions to stakeholder needs.</li> </ul>	20%
Data Analyst	4 + years experience in collecting, managing and mapping social data	<ul style="list-style-type: none"> <li>• 5 years + experience in mapping social players/ stakeholders</li> <li>• Data presentation skills</li> <li>• List of successful projects and training interventions</li> </ul>	10%
Socio-economic researcher and MEL expert	<p>5 years+ experience in analysing social, financial and or economic data, specifically in the developmental and or public sector space.</p> <p>Experience in (MEL) in development projects ensuring that the projects and programs achieve their intended outcomes</p>	<ul style="list-style-type: none"> <li>• Social, psychology, economics and or developmental study training at graduate level or equivalent</li> <li>• 4years + experience in analysis in the development sector</li> <li>• Experience with monitoring and evaluating projects or</li> </ul>	15%

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	and have a positive impact on target populations.	programs (MEL) in development projects • List of successful projects	
Communications and Content Development Officer	5+ years experience in development, distribution, of strategic messaging and content creation. Experience with digital marketing software, tools, and methods. Experience with promotional material development. Experience with preparing marketing materials and media releases.	<ul style="list-style-type: none"> <li>• 5+years + experience in communication, content development and marketing</li> <li>• Effective writing and communication skills</li> <li>• Effective people and project management skills.</li> <li>• List of successful projects and portfolio</li> </ul>	15%
Project Assistant and Administrator Officer	3+ years experience administrative duties; setting meetings, workshops and site visits Project <a href="#">coordination</a> and communication Experience with progress reports, sorting project documents, and scheduling meetings.	<ul style="list-style-type: none"> <li>• 3+ years experience project administration and coordination</li> <li>• Experience with report writing and analysis</li> <li>• Relevant experience and track record submitted</li> </ul>	5%

NB: A 75% Threshold is the minimum requirement for the above Technical Component to be considered for Financial evaluation.

#### 4. DELIVERY SCHEDULE

Specific deliverables and due dates are provided below:

<b>Inception and Progress report</b>	<b>Contract Signing + 1 Month</b>
<b>Stakeholder mapping and engagement</b> Mapping stakeholder, engagement with issues map. Establishment of engagement structures and consolidation of existing structures.	Contract Signing + 3 Month
<b>Knowledge sharing and awareness</b> About Climate Change and Just Transition efforts, impact on the four power stations area and economic opportunities	Contract Signing + 10 Month
<b>Stakeholder Alignment</b> Aligned efforts on JET messages Supportive engagements between key stakeholders that avoid duplication and contradiction	Contract Signing + 15 Month

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<b>Reporting and MEL</b> A report will be delivered with an overview of the achieved results and activities and Combi Approach Toolkit (CATK) monitoring and evaluation indicators  Monitoring evaluation and learning framework to assess the program and projects  Potential benefits and risks related to engaging with local communities on Just Transition	Contract Signing + 21 Months
<b>Key Message Development</b> An amabassadorial programme for JET populated by community spokespersons and supported by identified key stakeholders.	Contract Signing + 20 Months
<b>Communication and content development</b> Social Media Strategy is developed  Project infographics developed  Project videos produced	Contract Signing + 20 months
<b>Inception and Progress report</b>	Contract Signing + 1 Month

*\*The last month of the project will be dedicated to approval process's*  
*\*Please note that some of these tasks run in parallel*

## 5. PRICING AND PAYMENT

A lump sum will be paid for the deliverables for this assignment on completion. The consultant needs to provide a lump sum bid for all fixed and variable costs for conducting the service as part of the financial proposal. All travel costs associated with the deliverables will need to be discussed over and above scheduled meetings agreed to with the client (Eskom JET Team).

## 6. EVALUATION OF PROPOSALS

A 75% threshold will be used as a minimum requirement in the technical evaluation. Those that meet this threshold will be considered for financial evaluation.

## 7. CONFIDENTIALITY

- Eskom will share all technical, financial, and social studies conducted for the power plants earmarked for training facility development. Costs and courses for deliverables at these sites will be shared as well as any demographic data gathered as part of the Socio-Economic Impact Assessments and subsequent studies conducted. Data from the TVETs will also be shared.
- All data and information received from Eskom for the purpose of this assignment must be treated confidentially and is only to be used in connection with the execution of this Terms of Reference.

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- All intellectual property rights arising from the execution of these Terms of Reference are assigned to Eskom.
- The contents of written materials obtained and used in this assignment may not be disclosed to any third parties using any media, without the expressed advance written authorization of Eskom.

## **8. Acceptance**

This document has been seen and accepted by:

<b>Name</b>	<b>Designation</b>
Tebogo Lekalakala	Middle Manager Business Development - JET Office
Dana Gampel	Corporate Specialist - JET Office

## **9. Revisions**

<b>Date</b>	<b>Rev.</b>	<b>Compiler</b>	<b>Remarks</b>
12/05/25	1	Melissa Naidoo	Final Draft

## **10. Development Team**

- Melissa Naidoo
- Beauty Mazibuko
- Tebogo Lekalakala
- Dana Gampel

## **11. Acknowledgements**

N/A

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