

	Strategy	Project Engineering
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**Tender Technical Evaluation
Strategy for the Provision of
Delivery Partner Services for
Medupi Power Station Flue Gas
Desulfurisation Retrofit Project**

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1. Introduction

An invite will be issued calling for interested parties to participate in the tender process for appointment of Delivery Partner to support Eskom in the execution of the Medupi Flue Gas Desulfurisation (FGD) Retrofit Project under an Engineering, Procurement and Construction (EPC) strategy. This document sets out the criteria that will be used by the Technical Evaluation Team (TET) members to evaluate the tenders that will result from the invite.

2. Supporting Clauses

2.1 Scope

This strategy defines the Technical Evaluation Team (TET), their responsibilities and the criteria to be used to fairly evaluate the tenderers for Medupi FGD Delivery Partner Services. The Delivery Partner company to be evaluated will comprise Engineering, Project Management and FIDIC Engineer specialists to assist Eskom in the various tasks during the project life cycle and to provide project, construction and contract management services. The professional services will be required until completion of the Medupi FGD Retrofit Project, in line with the Scope of Work document number 348–10015974.

2.1.1 Purpose

The purpose of this tender technical evaluation strategy (TES) is to define the Mandatory Evaluation Criteria, Qualitative Evaluation Criteria and TET member responsibilities for the tender technical evaluation for the Medupi FGD Delivery Partner services being procured. The TES serves as basis for the tender technical evaluation process. This document will provide input to the commercial enquiry documentation for Provision of Delivery Partner Services for Medupi Power Station Project.

2.1.2 Applicability

This document shall apply to Medupi Power Station and the Provision of Delivery Partner Services for Medupi Power Station Project only.

2.1.3 Effective date

This document is effective from the authorisation date.

2.2 Normative/Informative References

Parties using this document shall apply the most recent edition of the documents listed in the following paragraphs.

2.2.1 Normative

- [1] 348–10015974: Specifications for Delivery Partner Services for Medupi Power Station Flue Gas Desulfurisation Retrofit Project
- [2] 32-1034: Procurement and Supply Chain Management Procedure
- [3] Eskom ISO 9001 Quality Management Systems Standard

2.2.2 Informative

[4] 240-168966153: Generation Technical Tender Evaluation Procedure

2.3 Definitions

Definition	Explanation
Employer	Eskom Holdings SOC Ltd
Mandatory Criteria	Mandatory criteria (gatekeepers) are 'must meet' criteria. These criteria shall not be weighted, or point scored but shall be assessed on a Yes/No basis as to whether the criteria are met. An assessment of 'No' against any criterion shall technically disqualify the tenderer and shall not be further evaluated against Functional Criteria.
Qualitative Criteria	Evaluation Criteria will be evaluated against the Qualitative Evaluation Criteria to allocate an evaluation result (score). Only those submissions achieving a score meeting or exceeding the defined threshold will be considered for further processing.

2.4 Abbreviations

Abbreviation	Explanation
AQC	Air Quality Control
BMH	Bulk Materials Handling
C&I	Control & Instrumentation
CV	Curriculum Vitae
DP	Delivery Partner
ECSA	Engineering Council of South Africa
EPC	Engineering, Procurement and Construction
FGD	Flue Gas Desulfurisation
SACPCMP	South African Council for the Project and Construction Management Professions
TES	Technical Evaluation Strategy
TET	Technical Evaluation Team

2.5 Roles and Responsibilities

Responsibility	Action
Authoriser	The document authoriser is a duly delegated person with the responsibility to review the document for alignment to business strategy, policy, objectives and requirements. He/she shall authorise the release and application of the document.

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Responsibility	Action
Compiler	The document compiler is responsible for ensuring that this document is up-to-date and that this document is not a duplication of an existing documentation, regarding the document's objectives and content.
Functional Responsibility Manager	The Functional Responsible Person shall determine if the document is fit for purpose before the document is submitted for authorisation.

2.6 Process for Monitoring

The primary process for monitoring will be governed by the Generation Tender Technical Evaluation Procedure [1].

2.7 Related/Supporting Documents

Please refer to Section 2.2.

3. Tender Technical Evaluation Criteria

3.1 Scoring Baseline

The minimum weighted final score (threshold) required for a tender to be considered from a technical perspective is 70% as per the requirements of the Eskom Tender Technical Evaluation Procedure [1].

A two stage Technical Evaluation Strategy is set out as follows:

Stage 1: Mandatory Technical Evaluation Criteria (gatekeepers) are 'must meet' criteria. These criteria shall not be weighted or point scored but shall be assessed on a Yes/No basis as to whether or not the criteria are met. An assessment of 'No' against any criterion shall technically disqualify the tenderer and the tender shall not be further evaluated against Qualitative Criteria.

Stage 2: Qualitative Technical Evaluation Criteria are weighted evaluation criteria used to identify the highest ranked tenderer after determining that all the Mandatory Evaluation Criteria have been met. The Qualitative Evaluation Criteria are weighted to reflect the relevant importance of each criterion. The minimum weighted final score (threshold) required for a tender to be considered from a technical perspective is 70%. A weighted score-card approach is used to evaluate the compliance of the tenders against the specifications. The evaluation of the tender submission will be based on the tenderer's ability to meet the Engineering, Project Management and FIDIC Engineer services requirements.

The scoring method will be as follows:

Table 1: Scoring Method

Score	Percentage	Description
5	100	Compliant <ul style="list-style-type: none">Meet technical requirement(s)/AND;No foreseen technical risk(s) in meeting technical requirements.
		Compliant with Associated Qualifications <ul style="list-style-type: none">Meet technical requirement(s) with;

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Score	Percentage	Description
4	80	<ul style="list-style-type: none"> Acceptable technical risk(s) AND/OR; Acceptable exceptions AND/OR; Acceptable conditions.
2	40	Non-Compliant <ul style="list-style-type: none"> Does not meet technical requirement(s) AND/OR; Unacceptable technical risk(s) AND/OR; Unacceptable exceptions AND/OR; Unacceptable conditions.
0	0	Totally Deficient or Non-responsive

The evaluation scores will be weighted as follows according to the table below.

Table 2: Evaluation Scores Breakdown

Professional Services	100%
1. Organisational Capability	8.0%
Organisational structure and resourcing model	3.0%
Governance and reporting approach	3.0%
Quality management and continuous improvement systems	2.0%
2. Relevant Experience	9.0%
Experience as DP/OE or equivalent on similar-scale infrastructure/industrial retrofit projects	4.0%
Experience as both DP/OE and FIDIC Engineer on major energy or emissions projects	2.0%
Experience in managing commissioning and handover of similar retrofit projects	3.0%
3. Key Personnel and Resourcing (Expected Services)	60%
DP Project Lead	2.0%
Project Managers	2.0%
Construction Managers	2.0%
Commissioning Resources	2.0%
Site Supervisors	1.5%
Commercial Resources	3.5%
Planning and Scheduling Resources	2.0%
Risk and Assurance Resources	2.0%
Governance & Reporting Analyst	1.5%
Health & Safety Advisors	2.5%
Environmental Advisors	2.5%
Quality Assurance Manager	2.0%

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Local Relationship & Stakeholder Lead	1.5%
Bulk Materials Handling Engineering Resources	2.0%
FGD Specialist Resources	3.5%
Welding Resources	2.0%
Quality Resources	3.0%
Civil & Structural Resources	2.5%
Chemical Engineering Resources	2.5%
Configuration Management Resources	1.5%
Arrangement Design Resources	1.5%
Integration Management Resources	1.5%
Control & Instrumentation Resources	2.5%
Electrical Engineering Resources	2.5%
Low Pressure Services Resources	2.5%
FIDIC Engineer Resources	3.0%
FIDIC Engineer Assistant Resources	2.5%
4. Methodology and Delivery Approach	12%
Understanding of project context and delivery risks	5.0%
Governance model and interface protocols with Eskom and EPC	2.0%
Programme and schedule	3.0%
Training	2.0%
5. Technical Assurance & Innovation	5.5%
Technical assurance, QA/QC systems, readiness for testing and commissioning oversight	3.0%
Innovation in schedule and cost risk mitigation	2.5%
6. Compliance and Commercial	5.5%
Compliance with NEC3 PSC and FIDIC	2.5%
Pricing structure alignment with task orders and project phasing	3.0%

The minimum weighted final score (threshold) required for a tender to be considered from a technical perspective is 70%. Only suppliers that meet 70% of table 2 will be allowed to proceed to the next phase of evaluation.

3.2 TET Members

Table 3: TET Members

TET number	Designation	TET Member Name
TET 1		
TET 2		

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TET number	Designation	TET Member Name
TET 3		
TET 4		
TET 5		
TET 6		
TET 7		
TET 8		
TET 9		
TET 10		
TET 11		
TET 12		
TET 13		
TET 14		
TET 15		
TET 16		
TET 17		
TET 18		
TET 19		
TET 20		
TET 21		
TET 22		
TET 23		
TET 24		
TET 25		
TET 26		
TET 27		
TET 28		
TET 29		
TET 30		
TET 31		
TET 32		

TET number	Designation	TET Member Name
TET 33		
TET 34		
TET 35		

3.3 Mandatory Evaluation Criteria

Notes to tenderer:

1. In order to be eligible for evaluation the tenderer shall meet the gatekeepers specified on table 4 below.
2. In compliance with Mandatory Criteria 1 - Provide at least three (3 off) reference projects with contact details of the client company representatives, location of the project and site. Employer intends to visit some of the projects to obtain further information on experience.

Table 4: Mandatory Evaluation Criteria

	Mandatory Technical Criteria Description	Source of Evidence	Motivation for use of Criteria
1.	At least 3 completed similar-scale infrastructure/industrial retrofit projects in large-scale (>500 MW) power plants (including non-FGD)	Complete Appendix A (Fill-in sheet 1)	Proof of experience
2.	Proof of previous appointment as a FIDIC Engineer	Complete Appendix B (Fill-in sheet 2)	Proof of experience
3.	Proof of wet FGD technology application	Complete Appendix C (Fill-in sheet 3)	Proof of experience

3.4 Qualitative Evaluation Criteria

Notes to tenderer:

1. Tenderer may provide more than one resource to cover the required skills as per the scope of work with motivation. Provide CVs and supporting documents for additional resources.
2. An undertaking is required to ensure that the resources identified will remain unchanged upon the award of the Contract. If changes to resources are necessary under exceptional circumstances, the replacement resources shall possess the same level of experience and qualifications, or higher. Eskom reserves the right to approve the replacement resource.
3. Proposed personnel should have experience relevant to the Works specified in this tender. It is recommended that all submitted CVs follow a standardized format.
4. It is a requirement that the key personnel, in particular, have good written and spoken communication skills in the English language.

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2. An undertaking is required to ensure that the resources identified will remain unchanged upon the award of the Contract. If changes to resources are necessary under exceptional circumstances, the replacement resources shall possess the same level of experience and qualifications, or higher. Eskom reserves the right to approve the replacement resource.
3. Proposed personnel should have experience relevant to the Works specified in this tender. It is recommended that all submitted CVs follow a standardized format.
4. It is a requirement that the key personnel, in particular, have good written and spoken communication skills in the English language.
5. Where no information is offered by the Tenderer, no points shall be allocated for scoring.
6. The maximum score allocated to a specific criterion will change depending on the number of resources proposed by the tenderer for that criterion. Currently all maximum scores are allocated with the assumption of one resource being proposed. For example, if the maximum score for a criterion is 50% of the total score for that section and if the tenderer proposes two resources, then that maximum score will become 25% per resource (total of 50%) and each resource will be assessed against the evaluation criteria. This process allows for all tenders, irrespective of the number of resources, to be fairly adjudicated.
7. In a case where a specialist/lead resource is not professionally registered, the DP shall provide a suitable registered person with the specialist/lead resource to ensure compliance with work in South Africa. Tenderer must provide CVs for both the specialists and the registered resource for evaluation.
8. Tender supporting document can be - brief summary of the project scope and the responsibility of the Engineer/resource, reference list with details of assignment and supporting letters from the clients, reports with Engineer/resource's authorship or contribution, certificates, etc.

Table 5: Engineering Qualitative Criteria

Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
1. Organisational Capability				8%	
	1.1.	Organisational structure and resourcing model	<p>Provide (minimum) the following details:</p> <ul style="list-style-type: none"> • Company history in relation to Emission reduction technologies (SOx, NOx, PM and other AQC systems). • Information on organisational structure, employee count, employee turnover in the past 5 years, company geographic presence, proven track record in projects delivery over the past 5 years. • Resource loaded Medupi FGD Project DP staffing plan. • A proposal showing the tenderer's understanding of the scope of services. • Confirmation letter regarding the availability of resources throughout the project. 	3%	
	1.2.	Governance and reporting approach	<p>Proposal from the tenderer must indicate the following at minimum:</p> <ul style="list-style-type: none"> • A document detailing intended Project Management and Administration Strategy. The document must clearly address intended systems, processes and structures per Prime Activity and Phase. 	3%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
	1.3.	Quality management and continuous improvement systems	Provide <ul style="list-style-type: none"> Certificates showing compliance with international quality, safety and environmental standards (e.g. ISO 9001, 14001, 45001). 	2%	
2.	Relevant Experience			9%	
	2.1.	Experience as DP / OE or equivalent on similar-scale Infrastructure/industrial retrofit projects	Provide, <ul style="list-style-type: none"> Tabulated project list (as many projects as possible including non-FGD) with the following information <ul style="list-style-type: none"> Client / Project name and contact, year of contract award, year completed, role played, unit size, technology / system(s) installed or investigated, type of project (greenfield/brownfield). Evidence of past achievements (At least two FGD projects): <ul style="list-style-type: none"> Detailed description of work and /or own scope of supply. Own team makeup for particular project. Client testimonials. Reports or photographs from completed projects. 	4%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
	2.2.	Experience as both OE and FIDIC Engineer on major energy or emissions projects	Provide <ul style="list-style-type: none"> Evidence of past achievement as both OE and FIDIC on major energy or emissions projects. A document describing how the tenderer intends to balance technical oversight tasks with contract assurance tasks. 	2%	
	2.3.	Experience in managing commissioning and handover of similar retrofit projects	Provide <ul style="list-style-type: none"> Evidence of past commissioning experience of FGD in power plant systems. Sample FGD performance acceptance testing procedure or proposal for FGD performance test for Medupi FGD (any technology). Sample FGD Commissioning procedure. 	3%	
3. Key Resources and Skills				60%	
	3.1.	Project Lead	Submit <ul style="list-style-type: none"> CV & qualifications Supporting documents proving <ul style="list-style-type: none"> Experience in large complex mega projects. 	2.0%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> ○ Experience in managing accountability in similar major energy/power plant projects ○ Experience in ensuring alignment across all functions of a project ○ Experience in managing retrofit interfaces in power plants. ○ Minimum of 15 years' experience in senior project management role. <p>SACPCMP/PMI registration will be an added advantage.</p>		
	3.2.	Project Managers	<p>Submit</p> <ul style="list-style-type: none"> • CVs & qualifications • Supporting documents proving <ul style="list-style-type: none"> ○ Experience in Project Management of Power Plants or any similar large plants/industrial projects ○ Experience in the management of project time, quality and budget ○ Experience in managing Construction of Projects across all life cycle stages ○ Competency in Construction Contracts Management (FIDIC) 	2.0%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> ○ Competency in OSHAct & Construction Regulations • Valid professional registration certificate of registered resource (SACPCMP) 		
	3.3.	Construction Managers	<p>Submit</p> <ul style="list-style-type: none"> • CVs & qualifications • Supporting documents proving <ul style="list-style-type: none"> ○ Experience in construction team lead ○ Experience in managing Construction of Projects across all life cycle stages ○ Experience in managing physical Construction of the works during execution phase in line with construction methods ○ Competency in Construction Contracts Management ○ Competency in OSHAct & Construction Regulations • Valid professional registration certificate of registered resource (SACPCMP) 	2.0%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
	3.4.	Commissioning Resources	Submit <ul style="list-style-type: none"> CVs & qualifications of FGD commissioning specialist and commissioning supervisors Supporting documents proving <ul style="list-style-type: none"> Experience in Commissioning of FGDs and Wastewater systems in Power Plants Samples of commissioning procedures and manuals for FGD. Knowledge of risk management Experience in Systems Integration Competency in Construction Contracts Management Competency in OSHAct & Construction Regulations Specialisation areas to be covered by the DP on FGD process, mechanical, electrical and Control instrumentation: <ul style="list-style-type: none"> Commissioning Specialisation Commissioning Supervision Copies of relevant competency certificates 	2.0%	
	3.5.	Site Supervisors	Submit <ul style="list-style-type: none"> CVs & qualifications Supporting documents proving 	1.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> ○ Experience in Construction of FGD in Power Plants or any similar large plants/industrial projects ○ Expertise across all technical fields, mechanical, civil, chemical, electrical and C&I. ○ Experience in managing physical Construction of the works during execution phase in line with construction methods. ○ Experience in management of site related governance and safety, health, environment, risk and quality (SHERQ) requirements ○ Competency in OSHAct & Construction Regulations • Copies of relevant certificates 		
	3.6.	Commercial Resources	Submit <ul style="list-style-type: none"> • CVs & qualifications • Supporting documents proving <ul style="list-style-type: none"> ○ Experience in managing cost reporting, aligns incentives with EPC, and supports commercial governance functions 	3.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> ○ Experience in commercial and cost control management in construction of similar projects ○ In-depth knowledge of tracking and reporting of all project changes according to change control procedures ○ Knowledge of applicable norms and standards for project costing • Specialisation areas to be covered by the DP: <ul style="list-style-type: none"> ○ Commercial Management ○ Claims Specialisation ○ Forensic Planning ○ Quantity Surveying ○ Cost Controlling • Copies of relevant certificates • Professional registration certificate 		
	3.7.	Planning and Scheduling	<p>Submit</p> <ul style="list-style-type: none"> • CVs & qualifications • Supporting documents proving <ul style="list-style-type: none"> ○ Experience of project planning in power plant construction or similar projects ○ Extensive experience in developing and managing project schedules (logic, risk, resource loading, milestones, float) 	2.0%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> according to applicable scheduling tools/software ○ Experience in progress reporting and identification and resolution of schedule risks. ○ Experience in leading schedule integration, risk registers, float recovery strategies and milestone tracking • Specialisation areas to be covered by the DP: <ul style="list-style-type: none"> ○ Management ○ Senior Advisory • Copies of relevant competency certificates (Primavera P6) 		
	3.8.	Risk and Assurance	<p>Submit</p> <ul style="list-style-type: none"> • CVs & qualifications • Supporting documents proving <ul style="list-style-type: none"> ○ Experience of project planning in power plant construction or similar projects ○ Extensive experience in developing and managing risk plans ○ Experience of Risk Management in power plant or similar projects and tracking and monitoring of the Risk Register 	2.0%	

CONTROLLED DISCLOSURE

Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> ○ Experience in leading integration and managing site • Specialisation areas to be covered by the DP: <ul style="list-style-type: none"> ○ Management ○ Senior Advisory • Copies of relevant competency certificates 		
	3.9.	Governance & Reporting Analyst	<p>Submit</p> <ul style="list-style-type: none"> • CVs & qualifications • Supporting documents proving <ul style="list-style-type: none"> ○ Experience in Risk Management and audits, governance and reporting analysis in similar projects ○ Experience in support of Programme Board operations, recording of KPIs/KRAs, preparation of dashboards, and maintaining audit trails • Copies of relevant certificates 	1.5%	
	3.10.	Health & Safety Advisors	<p>Submit</p> <ul style="list-style-type: none"> • CVs & qualifications • Supporting documents proving <ul style="list-style-type: none"> ○ Experience in Risk Management and audits, 	2.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> ○ Knowledge of ISO 45001 and Health, Safety and Environmental Management systems ○ Experience in leading roles across areas of Health & Safety and Environmental, including oversight and reporting ○ Experience in the management of regulatory and legislative health, safety and environmental requirements across all the project life cycle stages, including inspections and reporting. • Valid professional registration certificate of registered resource (SACPCMP). 		
	3.11.	Environmental Advisors	<p>Submit</p> <ul style="list-style-type: none"> • CV & qualifications • Supporting documents proving: • Experience in Environment management and risk Management in construction field • Knowledge of development, maintenance and implementation of the Environmental Management systems (ISO 14001) Environmental Legislations (Local and International), Waste and water Management, Environmental Impact assessment. 	2.5%	

CONTROLLED DISCLOSURE

Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> Experience in leading role in Environmental management at construction filed, internal and external stakeholder liaison, including oversight and reporting, environment auditing and inspections, training and awareness, implementation of environmental approvals requirements across all the project life cycle stages. Valid professional registration certificate of a registered resource (SACNASP). 		
	3.12.	Quality Assurance Manager	Submit <ul style="list-style-type: none"> CV & qualifications of Quality Assurance Manager and Lead Auditor Supporting documents proving <ul style="list-style-type: none"> Experience in oversight and assurance of quality standards in similar projects, including reviews, reporting and inspections Extensive experience in quality management systems, quality control and assurance Experience in the delivery of quality requirements to the meet client expectations 	2.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> Professional registration certificate of registered resource 		
	3.13.	Local Relationship & Stakeholder Lead	Submit <ul style="list-style-type: none"> CV & qualifications Supporting documents proving <ul style="list-style-type: none"> Experience in internal and external stakeholder management of similar projects Extensive experience in management of identification and engagement of all project stakeholders Knowledge of community engagements Experience in providing leadership and expertise in local relationships and liaison as well as leading stakeholder interactions Copies of relevant certificates 	1.5%	
	3.14.	Bulk Materials Handling Engineering Resources	Submit <ul style="list-style-type: none"> CVs & qualifications of resources Supporting documents demonstrating experience per SoW requirements. Specialisation areas required <ul style="list-style-type: none"> Sorbent handling Gypsum handling Slurry pumping 	2.0%	

CONTROLLED DISCLOSURE

Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> Professional registration certificate of registered resource 		
	3.15.	FGD Specialist Resources	Submit <ul style="list-style-type: none"> CVs & qualifications of resources Supporting documents demonstrating experience per SoW requirements. Specialisation areas to be covered by the DP: <ul style="list-style-type: none"> FGD process FGD mechanical FGD performance and testing Professional registration certificate of registered resource 	3.5%	
	3.16.	Welding Resources	Submit <ul style="list-style-type: none"> CVs & qualifications of resources Supporting documents demonstrating experience per SoW requirements Professional registration and relevant certificates of resource 	2.0%	
	3.17.	Quality Resources	<ul style="list-style-type: none"> CVs & qualifications including Level 2 Welding Inspection Specialisation areas to be covered by the DP: <ul style="list-style-type: none"> Quality – Mechanical and Level 2 welding Inspection Quality – Civil Quality – Electrical and C&I Quality – Welding (IWT/IWE) 	2.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> Supporting documents demonstrating experience per SoW requirements Professional registration and relevant certificates of resources 		
	3.18.	Civil & Structural Resources	<p>Provide</p> <ul style="list-style-type: none"> Registered professional engineers to cover the following fields <ul style="list-style-type: none"> Concrete specialist Geotechnical Engineer/Engineering Geologist Dams and Waterways Engineers Civil Engineer Structural Engineering Professional registration shall be determined by the statutory and legislative bodies of South Africa i.e., Engineering Council of South Africa (ECSA) and/or the South African Council for Natural Scientific Professionals (SACNASP) in the case of the Geologist(s). Provide CV with proof of minimum 10 yrs relevant experience. Relevant experience includes specialisation in concrete technology 	2.5%	
	3.19.	Chemical Engineering Resources	<p>Submit</p> <ul style="list-style-type: none"> CVs & qualifications of resources Supporting documents demonstrating experience per SoW requirements. 	2.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> Areas of specialisation <ul style="list-style-type: none"> Wastewater Treatment Plant Process Wastewater Treatment Plant Mechanical Laboratory designs Professional registration certificate of registered resource 		
	3.20.	Configuration Management Resources	Submit <ul style="list-style-type: none"> CVs & qualifications of resources Configuration Management Plan according to ISO 10007 Proof of KKS Coding and KKS plant labelling experience with references Proof of stencilling in a power plant with references Experience in technical documentation and records management Specialisation areas to be covered by the DP: <ul style="list-style-type: none"> Configuration Management Documentation Management 	1.5%	
	3.21.	Arrangement Design Resources	Submit <ul style="list-style-type: none"> CVs & qualifications of resources Supporting documents demonstrating experience per SoW requirements. Areas of specialisation required <ul style="list-style-type: none"> Arrangement design - Civils Arrangement design - Structures 	1.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> ○ Arrangement design - Mechanicals • Relevant certificates to proof proficiency in CAD software 		
	3.22.	Integration Management Resources	Submit <ul style="list-style-type: none"> • CVs & qualifications of resources • Professional registration certificate of registered resource • Supporting documents to prove knowledge and understanding of plant/systems integration processes. 	1.5%	
	3.23.	Control & Instrumentation Resources	Submit <ul style="list-style-type: none"> • CVs & qualifications of resources • Supporting documents to show relevant assignments. • Areas of Specialisation required <ul style="list-style-type: none"> ○ C & I ○ CBMS assignments ○ IT/OT assignments • Professional registration certificate of registered resource 	2.5%	
	3.24.	Electrical Engineering Resources	Submit <ul style="list-style-type: none"> • CVs & qualifications with a minimum of 5 years' experience of proposed resources • Supporting documents to show relevant Electrical plant assignments. 	2.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> Related reference list with contact details for each Engineer. Areas of focus <ul style="list-style-type: none"> Electrical reticulation, MV&LV Switchgear and Protection, Substation Automation Systems, Electrical machines, Standby power systems, cabling, Earthing, lighting, and small power. Professional registration certificate of registered resource 		
	3.25.	Low Pressure Services Resources	<p>Submit</p> <ul style="list-style-type: none"> CVs & qualifications of resources Supporting documents to show relevant assignments. Areas of specialisation <ul style="list-style-type: none"> HVAC Fire Systems General services systems (Compressed Air, Equipment Lifting, Diesel Fuel Oil) Professional registration certificate of registered resource 	2.5%	
	3.26.	FIDIC Engineer Resources	<p>Submit</p> <ul style="list-style-type: none"> CVs & qualifications of resources Supporting document indicating relevant assignment as FIDIC Engineer Specialisation areas to be covered by the DP: 	3.0%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> ○ FIDIC Engineer ○ FIDIC Specialisation ○ Commercial Management ○ Contract Management • Copies of relevant competency certificates 		
	3.27.	FIDIC Engineer Assistant Resources	Submit <ul style="list-style-type: none"> • CVs & qualifications of resources • Supporting document indicating relevant assignment as FIDIC Engineer • Specialisation areas to be covered by the DP: <ul style="list-style-type: none"> ○ FIDIC Engineer Assistant ○ Contract Administration ○ Documentation Management • Copies of relevant competency certificates 	2.5%	
4. Methodology and Delivery Approach				12%	
	4.1.	Understanding of project context and delivery risks	Provide <ul style="list-style-type: none"> • List of project risks, unique challenges specific to Medupi FGD and description of potential impact(s). • Sample of Medupi FGD interfaces and a description of envisioned interface management approach (consult EPC RFP documents for project interfaces) • List of critical resources to manage the interface risk. 	5.0%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
			<ul style="list-style-type: none"> Evidence of the design and commercial approach to interface management. 		
	4.2.	Governance model and interface protocols with Eskom and EPC	Provide <ul style="list-style-type: none"> Sample interface management roles, and responsibility chart as well as information flow diagram. Description of tools to be employed to ensure seamless interface management and integration with Eskom tools. Project organogram accompanied by completed Appendix D 	2.0%	
	4.3.	Programme and schedule	Provide <ul style="list-style-type: none"> Medupi FGD Retrofit sample delivery program complete with key milestones and DP's role at each. Sample of project execution plan as DP Project controls plan Project information management plan Schedule of Phase 1 tasks 	3.0%	
	4.4.	Training	Provide <ul style="list-style-type: none"> Employer staff training plan Training / Employer staff incorporation plan (structure indicating placements of Client's resources) 	2.0%	
5. Technical Assurance & Innovation				5.5%	

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Category			Reference to Technical Specification / Tender Returnable	Criteria Weighting (%)	Criteria Sub-Weighting (%)
	5.1.	Technical assurance, QA/QC systems, readiness for testing and commissioning oversight.	Provide <ul style="list-style-type: none"> Example quality control protocols, assurance plans. 	3%	
	5.2.	Innovation in schedule and cost risk mitigation	Provide <ul style="list-style-type: none"> Description of how tenderer will streamline collaboration, improve resource allocation and adapt to unforeseen challenges through the use of advanced program management techniques and real time data analytics. 	2.5%	
6.	Compliance and Commercial			5.5%	
	6.1.	Compliance with NEC3 PSC and FIDIC	Provide <ul style="list-style-type: none"> A chart detailing key deliver areas of the project, and the responsibilities and liabilities of all the role players (Employer, EPC, DP, FIDIC Engineer). 	2.5%	
	6.2.	Pricing structure alignment with task orders and project phasing	Provide <ul style="list-style-type: none"> Clear and detailed work breakdown structure and cost breakdown of deliverables and requirements outlined in the SoW. 	3%	

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Table 6: TET Member Responsibilities

Mandatory Criteria Number	TET 1	TET 2	TET 3	TET 4	TET 5	TET 6	TET 7	TET 8	TET 9	TET 10	TET 11	TET 12	TET 13	TET 14	TET 15	TET 16	TET 17
1	x	x	x	x				x	x					x			
2	x																
3		x	x	x													

Qualitative Criteria Number	TET 1	TET 2	TET 3	TET 4	TET 5	TET 6	TET 7	TET 8	TET 9	TET 10	TET 11	TET 12	TET 13	TET 14	TET 15	TET 16	TET 17
1.1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
1.2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
1.3	x				x												
2.1	x	x	x	x	x			x	x	x							
2.2	x																
2.3	x	x	x	x					x				x	x			
3.1	x	x															
3.2																	
3.3																	
3.4	x	x	x	x													
3.5																	
3.6																	
3.7																	

CONTROLLED DISCLOSURE

Qualitative Criteria Number	TET 1	TET 2	TET 3	TET 4	TET 5	TET 6	TET 7	TET 8	TET 9	TET 10	TET 11	TET 12	TET 13	TET 14	TET 15	TET 16	TET 17
3.8																	
3.9																	
3.10																	
3.11																	
3.12					x												
3.13																	
3.14	x					x											
3.15		x	x	x													
3.16					x												
3.17					x												
3.18						x	x										
3.19									x	x							
3.20																	
3.21																	x
3.22																	
3.23											x	x					
3.24													x	x			
3.25															x	x	
3.26	x																
3.27	x																

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Qualitative Criteria Number	TET 1	TET 2	TET 3	TET 4	TET 5	TET 6	TET 7	TET 8	TET 9	TET 10	TET 11	TET 12	TET 13	TET 14	TET 15	TET 16	TET 17
4.1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
4.2	x	x	x	x	x												
4.3	x		x	x	x												
4.4	x	x	x	x	x					x			x				
5.1			x	x	x												
5.2																	
6.1	x	x	x	x													
6.2	x	x	x	x	x												

Mandatory Criteria Number	TET 18	TET 19	TET 20	TET 21	TET 22	TET 23	TET 24	TET 25	TET 26	TET 27	TET 28	TET 29	TET 30	TET 31	TET 32	TET33	TET34	TET 35
1					x		x				x				x		x	
2					x		x				x				x		x	
3																		

Qualitative Criteria Number	TET 18	TET 19	TET 20	TET 21	TET 22	TET 23	TET 24	TET 25	TET 26	TET 27	TET 28	TET 29	TET 30	TET 31	TET 32	TET33	TET34	TET35
1.1	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x	x
1.2	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x	x
1.3		x		x					x	x		x	x		x			

CONTROLLED DISCLOSURE

Qualitative Criteria Number	TET 18	TET 19	TET 20	TET 21	TET 22	TET 23	TET 24	TET 25	TET 26	TET 27	TET 28	TET 29	TET 30	TET 31	TET 32	TET33	TET34	TET35
2.1			x	x	x		x			x	x	x				x	x	x
2.2					x		x			x	x	x			x	x	x	
2.3			x			x			x	x	x					x		
3.1					x		x				x		x		x	x		
3.2					x		x				x		x		x	x		
3.3					x	x	x				x					x	x	
3.4						x					x					x	x	
3.5						x					x					x	x	
3.6							x	x			x					x		
3.7		x		x			x				x		x			x		
3.8		x		x			x				x	x	x			x		
3.9		x		x			x				x		x					
3.10											x	x			x			
3.11											x	x			x			
3.12									x	x	x					x		
3.13											x		x	x	x	x		
3.14																		
3.15																		
3.16									x	x								
3.17									x	x	x					x		

CONTROLLED DISCLOSURE

Qualitative Criteria Number	TET 18	TET 19	TET 20	TET 21	TET 22	TET 23	TET 24	TET 25	TET 26	TET 27	TET 28	TET 29	TET 30	TET 31	TET 32	TET33	TET34	TET35
3.18																		
3.19																		x
3.20		x	x															
3.21	x																	
3.22			x	x														
3.23																		
3.24																		
3.25																		
3.26					x		x	x			x						x	
3.27					x		x	x			x						x	
4.1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
4.2						x			x	x	x			x		x		
4.3						x					x					x	x	
4.4						x	x			x	x			x	x	x		
5.1						x			x	x	x							
5.2		x		x		x	x	x	x	x	x		x			x	x	
6.1					x		x				x					x	x	
6.2					x		x	x			x					x	x	

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3.5 Foreseen Acceptable / Unacceptable Qualifications

3.5.1 Risks

Table 7: Acceptable Technical Risks

Risk	Description
1	Alternative solutions with the same or better performance
2	Reasonable and achievable assumptions.

Table 8: Unacceptable Technical Risks

Risk	Description
1	Exclusions of scope specified in the scope of work
2	Unclear staff organogram. I.e. the staffing plan is weak not showing clarity in allocation of tasks and responsibilities
3	Unreasonable and unachievable risk mitigation strategies and assumptions.
4	Resources that are underqualified will not be accepted

3.5.2 Exceptions / Conditions

Table 9: Acceptable Technical Exception / Condition

Risk	Description
1	Accept deviation with technical qualification

Table 10: Unacceptable Technical Exception / Condition

Risk	Description
1	Deviation without technical qualification not accepted




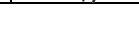
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4. Acceptance

This document has been seen and accepted by:

Full Name and Surname	Designation	Signature
Annikie Moganelwa	Engineering: Chief Engineer RT&D	
Audrey Maleka	Engineering: Senior Boiler / Welding	
Dovhani Mudzielwana	Senior Advisor: Environmental Management	
Elvis Modise	Middle Manager: Project Management	
Harold Malebe	Middle Manager: Risk and Assurance	
Hendrick Mathebula	Engineering: LDE Low Pressure Services	
Howard Matsepe	Manager: Commissioning	
Justin Varden	Engineering: Chief Engineer Chemical	 2025/06/27
Keoagile Tiro	Engineering: Chief Engineer Arrangement Design	
Koketjo Seshoka	Engineering: LDE Chemical Engineering	
Lucky Mabasa	Middle Manager: Contracts Management	
Mahlatse Bosega	Engineering: Chemical Engineering	
Mandla Patric Nkosi	Engineering: LDE Configuration Management	
Mashudu Khoza	Senior Advisor: Stakeholder Management	
Mdu Nkosi	Middle Manager: Construction	
Mdu Shoji	Engineering: LDE Control & Instrumentation	
Mduduzi Dlamini	Engineering: Senior Technician Configuration	
Mpho Ramunenyiwa	Engineering: Chief Engineer Electrical	
Ntahli Khuzwayo	Middle Manager Health, Safety and Environment	
Ntomboxolo Ngishe	Senior Advisor: Quantity Surveying	
Obed Phasha	Middle Manager: Project Controls	
Pimani Mugwambane	Engineering: Engineer Low Pressure Services	
Prince Lepota	Engineering: LDE Bulk Materials Handling	
Puseletso Godana	Engineering: LDE Boiler Process Engineering	
Ranwedzi Ramutsindela	Engineering: Engineer Control & Instrumentation	
Respect Sekhu	Quality Management: Officer	
Selometsi Sehloho	Engineering: Boiler Process Engineering	
Sibusiso Nxumalo	Engineering: Integration Engineer	
Tau Chokoe	Engineering: Chief Engineer Civil & Structural	
Thabo Mokgomole	Quality Management: Manager	
Thinawanga Raudzingana	Middle Manager: Construction	

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Full Name and Surname	Designation	Signature
Thomas Chambale	Engineering: LDE Civil & Structural Engineering	
Tshilidzi Bruwer	Engineering: LDE Electrical Engineering	
Waleed Moses	Engineering: LDE Arrangement Design	
Zak Jiyane	Engineering: EDWL	

5. Revisions

Date	Rev.	Compiler	Remarks
June 2025	5	Puseletso Godana	Issued for external review
June 2025	4.2	Puseletso Godana	Issued for team review
June 2025	4.1	Puseletso Godana	Updated with HKA's categories
Dec 2024	4	Selometsi Sehloho	Updated. Final
April 2024	3	Lucky Mabasa	Updated Engineering Evaluation Criteria
March 2024	2	Lucky Mabasa	Updated to include: 1. Column to clarify minimum threshold for qualification as 80% for total Engineering professional services and 80% for overall Project Management Professional services. Authorisation by development team.
September 2024 2023	1	Lucky Mabasa	New document.

6. Development Team

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

- HKA
- VGBe
- Eskom Medupi FGD Project Engineering Team

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7. Acknowledgements

Zola Ntolosi	HKA Consultant
Alex Cruttwell	HKA Consultant
Claudia Weise	VGBE Consultant
Oliver Then	VGBE Consultant
Christian Ullrich	VGBE Consultant

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Appendix A: TES Fill-in Sheet 1

Provision of Delivery Partner Services for Medupi Power Station Flue Gas Desulfurisation Retrofit Project_ Mandatory Technical Evaluation Criteria 1

*Please complete the below template with the relevant information.

Mandatory Criteria Point 1

The tenderer/Sub Contractor/ Selected Supplier shall have At least completed 3 retrofit projects in large-scale (>500 MW) power plants.

Contractor complying to at least 3 completed retrofit projects in large-scale (>500 MW) power plants	YES/NO							
Track Record Description		Client/Customer Details					Supporting Document/s	Comment
Company Experience list as a Design Engineering house / OE / EPC	Project Scope Description	Company Role	Customer/Client name	Contact Details Contact person (Tel/Cel/Mail/Address)	Contract Value (in Rands)	Year Supplied	Supporting Document/s	Any additional Comments

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**Provision of Delivery Partner Services for Medupi Power Station Flue Gas Desulfurisation Retrofit Project_ Mandatory Technical
Evaluation Criteria 1**

*Please complete the below template with the relevant information.

Mandatory Criteria Point 1

The tenderer/Sub Contractor/ Selected Supplier shall have At least completed 3 retrofit projects in large-scale (>500 MW) power plants.

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Appendix B: TES Fill-in Sheet 2

Provision of Delivery Partner Services for Medupi Power Station Flue Gas Desulfurisation Retrofit Project_ Mandatory Technical Evaluation Criteria 2

*Please complete the below template with the relevant information.

Mandatory Criteria Point 2

The tenderer/Sub Contractor/ Selected Supplier shall have Proof of previous appointment as a FIDIC Engineer.

Contractor complying to Proof of previous appointment as a FIDIC Engineer	YES/NO						
Track Record Description		Client/Customer Details				Supporting Document/s	Comment
Appointment letters showing an appointment as a FIDIC Engineer by Client showing project name.	Project Name and Scope Description	Company Role	Customer/Client name	Contact Details Contact person (Tel/Cel/Mail/Address)	Start and End Dates	Supporting Document/s	Any additional Comments

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**Provision of Delivery Partner Services for Medupi Power Station Flue Gas Desulfurisation Retrofit Project_ Mandatory Technical
Evaluation Criteria 2**

*Please complete the below template with the relevant information.

Mandatory Criteria Point 2

The tenderer/Sub Contractor/ Selected Supplier shall have Proof of previous appointment as a FIDIC Engineer.

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Appendix C: TES Fill-in Sheet 3

**Provision of Delivery Partner Services for Medupi Power Station Flue Gas Desulfurisation Retrofit Project_ Mandatory Technical
Evaluation Criteria 3**

*Please complete the below template with the relevant information.

Mandatory Criteria Point 3

The tenderer/Sub Contractor/ Selected Supplier shall have Proof of wet FGD technology application.

Contractor complying to showing Proof of wet FGD technology application.	YES/NO							
Track Record Description		Client/Customer Details				Supporting Document/s		Comment
Provide company Project list on Wet FGD	Project Name and Scope Description	Company Role	Customer/Client name	Contact Details Contact person (Tel/Cel/Mail/Address)	Start and End Dates	Completion letters	Supporting Document/s	Any additional Comments

CONTROLLED DISCLOSURE

**Provision of Delivery Partner Services for Medupi Power Station Flue Gas Desulfurisation Retrofit Project_ Mandatory Technical
Evaluation Criteria 3**

*Please complete the below template with the relevant information.

Mandatory Criteria Point 3

The tenderer/Sub Contractor/ Selected Supplier shall have Proof of wet FGD technology application.

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Appendix D: Resource Responsibility List

Position Description	Resource Name	Qualifications	Years of Experience

Add as needed

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