

 Eskom	Scope Of Work	Generation
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Title:

Provision of a managed maintenance facility for the payment of all maintenance transactions, services, and repair transactions at authorised merchants as and when needed on Eskom Generation vehicles for a period of 5 years.

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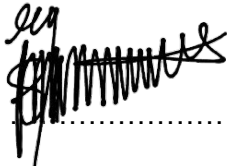
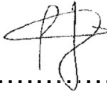

Eskom Generation Division Fleet Management

Scope of Work

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N/A

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1. INTRODUCTION

Eskom SOC LTD Generation division has ownership of approximately 3 850 (three thousand eight hundred and fifty) vehicles and equipment including scheme vehicles.

There are 36 Eskom Generation sites across all the provinces servicing Eskom vehicle users. See annexure 1 for a vehicle's breakdown per area.

All sites have various numbers of fleet stationed at the various Power stations throughout the country. See annexure 3 for a list of all the current sites.

The services required by Eskom are:

- a) A facility for the payment of all maintenance transactions, services, mechanical repairs, and roadside assistance transactions at authorised merchants as and when needed on Generation vehicles.

2. SUPPORTING CLAUSES

2.1 Purpose

The purpose of this document is to ensure that all the Eskom Holdings SOC Limited Generation Division sites have the services of a managed maintenance operator on all Eskom GX owned vehicles.

2.2 Applicability

This document is applicable to all Eskom Generation Power Stations including all Peaking Fleet Management Departments.

2.3 DEFINITIONS

Accessories	Additional equipment fitted to a vehicle that does not form part of the vehicle's standard specification as released by the respective motor manufacturers. These items must not have any effect on the standard guarantees and warranties of the vehicles in question. It can include items such as radios, canopies, air conditioning, tow bars, and ladder racks
Maintenance	It is all work undertaken in terms of a vehicle that is included in the normal service plan of the vehicle and as set out in the manufacturer's manual/ owner manual or vehicle service handbook or any other repairs as required due to normal wear and tear.
Repairs	All additional work undertaken on a vehicle, excluding service, accident damage,

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Merchant	Any legal entity which contracts with the service provider to provide a service.
Service Provider	The successful bidder who is awarded the contract to maintain and administer the required and specified services to Eskom and subsidiaries.
Technical Service Group	A group designed to exercise technical and operational control over the technical items being utilised in the business operations.
Power Station	Power plant where electricity is generated.
Managed Vehicles	Eskom owned vehicles, which must be maintained.
Allowance Vehicles	Vehicles owned by employees as a business tool which must be maintained.
Ancillaries	Ancillary equipment: Any item purchased and fitted to an Eskom vehicle which must be maintained.
Managed CE	Eskom owned construction equipment, which must be maintained.
Non-Managed	Eskom owned trailers, which must be maintained

2.4 DISCLOSURE CLASSIFICATION

Controlled Disclosure: Controlled Disclosure to external parties (either enforced by law, or discretionary)

2.5 ABBRIVIATIONS

CE	Construction Equipment
DOA	Delegation of Authority
DoL	Department of Labour
EFT	Electronic File Transfer
KPI	Key Performance Indicator
LMI	Lifting Machine Inspector
MEWP	Mobile Elevating Work Platform (practitioner)
OEM	Original Equipment Manufacturer
RMI	Retail Motor Industries
SAMBRA	South African Motor Body Repair Association

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2.6 ROLES AND RESPONSIBILITIES

2.6.1 ESKOM GX FLEET REPRESENTATIVES

It is the responsibility of the Eskom representatives to ensure that the following is adhered to:

- All vehicles are maintained according to the OEM specification.
- All care is taken to ensure that vehicles are booked with the correct repair centre depending on the repairs that must be carried.
- All authorisations given to the repair centres are given in writing through the service provider.
- The service provide is given a comprehensive list of all vehicles that must be part of this contract.
- When new vehicles are purchased, the service provide must be given all the required details to update their system.
- Any changes effected by Eskom GX Representative must be sent through to the service provider in writing for them to update their system.

2.6.2 SERVICE PROVIDER

It is the responsibility of the service provider to:

- Provide the required service and the highest standard and level of professionalism as possible.
- Minimise the down time of any vehicle or construction equipment as much as reasonably possible and any delays with authorisation must be communicated effectively with the relevant Eskom representative.
- Ensure that any interruption in the service is communicated effectively with all the relevant stakeholders and contingency plans to be in place.
- Put in place systems that will protect Eskom GX against all possible fraud and collusion as reasonably possible.

2.7 PROCESS FOR MONITORING

2.7.1 REPORTING

It is the responsibility of the service provider to supply accurate reports to Eskom. The reporting structure must be flexible to allow selections according to Eskom configuration requirement. Reports calculation methodology should be provided for all reports.

The service provider to ensure Eskom has access to view current maintenance authorisations.

Report Types:

- a) Individual Vehicle Analysis Report:
 - Report monthly, the previous twelve months (12) rolling totals for all repairs and maintenance (number of transactions and rand value)
- b) Vehicle Performance:

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- Report monthly the key performance indicators (CPK's) per month, year to date, per vehicle as per Eskom and subsidiary's structure.
- c) Vehicle Life Cycle Cost Analysis:
 - Report the life cycle cost of the vehicle or fleet equipment monthly.
- d) Transaction Report:
 - Monthly report the sum and costs of all the transactions per vehicle or fleet equipment, per category and type of repair carried.
- e) Detailed Individual Vehicle Transaction Report (Line items)
 - Monthly report all transactions per vehicle category or fleet equipment and type of repairs carried.
- f) Exception Report:
 - A daily detailed automated exception report to be provided on high value maintenance work done, same vendor used for X period (frequency too high per vendor), tyres exchange outside the Eskom and subsidiary specifications, excessive tyres, battery, brakes, shocks, and repairs and maintenance.
- g) Maintenance Desk Performance
 - Monthly maintenance desk performance report to be provided reporting on the following:
 - Average speed to answer in 120 second's monthly target.
 - Number of calls received.
 - Number of calls taken.
 - Number of calls abandoned.
 - Average waiting time
 - Average handling time
- h) Authorisations Reports:
 - Outstanding authorisations, to be reported daily where the service provider requested Eskom for authorisation due to their authorisation limit which has exceeded.
 - Approvals and rejection report for all maintenance authorisations requests are required on a weekly basis.
 - Vehicle service overdue report is required on a weekly basis, this report should have an allowance of minimum 1500km before service is due.
- i) Vendor Spend Analysis Report
 - The function of this report is to provide a monthly overview of spend per vendor category.
- j) Billing Report
 - Monthly report the total billing per vehicle.
 - Provide a monthly not paid but authorised and paid but not billed report for all authorised transactions.
 - Provide a monthly cost saving report.
- k) Dashboard on maintenance data system
 - The service provider to provide a maintenance dashboard indicating total spends per fleet area for the month, quarterly and year to date.
 - Service provider to provide a list of top 10 vehicles maintenance and tyre spend for the month, Quarter, and year, per fleet area.
 - The service provider to provide and analyse comparison from current spend to previous month, quarter, and year.
 - The service provider to provide projections and forecasting for repairs and maintenance and tyres cost based on annual increase.

3. THE WORKS

3.1 DESCRIPTION OF THE WORKS

Eskom procures and manages its own vehicles. The composition of Eskom fleet ranges from Light Delivery Vehicles, Sedans, Heavy Commercial trucks, to specialised equipment.

Eskom requires a maintenance administration function that includes the following:

- a) Verification that the equipment belongs to Eskom.
- b) The verification of the replacement of parts on a vehicle in order to ensure that it is done in accordance with the industry norms and standards. OEM's requirements and in such a manner as to ensure that all warranties remain intact.
- c) The ratification of invoice amounts to ensure that industry related prices are paid.
- d) Confirmation of the work to be carried out.

Vehicles and fleet equipment are repaired and maintained at various merchants across the country as per the OEM specifications. The service required is therefore countrywide for the maintenance of vehicles and fleet equipment. The service provider shall be responsible for any damages due to poor workmanship. SLA between the service provider and the merchants must be put in place and maintained to manage merchants' performance and set out recourse to Eskom GX in case a merchant damages an Eskom vehicle while in their possession.

Due to the scattered nature of the Eskom fleet across the country, Eskom vehicles are serviced and maintained at various approved merchants throughout the country. The service required is therefore countrywide for the maintenance of vehicles and fleet equipment.

Maintenance may be required outside business hours and/or on site due to the nature of the Power stations business.

3.1.1 MANAGED MAINTENANCE MANAGEMENT SYSTEM

The service provider must provide Eskom Generation with a maintenance desk and a managed maintenance system that will enable the authorisation of repairs and maintenance for all types of vehicles and fleet equipment. The service provider's system must be able to load vehicles as per Eskom site and functional locations.

The service provider shall ensure that all information related to service and maintenance plans are captured on the system and that these maintenance and service plans are optimally utilised. All work undertaken under this maintenance or service plans needs to be reflected on the vehicle history. The service provider system must have the ability to verify the part and labour prices requested by the service provider merchants, this must be in accordance with OEMS standards.

The service provider maintenance system must also have the ability to interface with a third-party tracking company which will enable the service provider to manage vehicle down time.

A ring-fenced maintenance desk for Eskom fleet equipment is required. All calls between the service provider and merchants should be recorded for quality and training purposes and Eskom should have access to such recordings within 48hrs of an incident occurring. Maintenance desk operators must be conversant in English.

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The service provider shall take adequate steps to minimise the risk of collusion among its staff, merchants, and Eskom and/or subsidiaries employees.

3.2 MANAGED MAINTENANCE SPECIFICATIONS

The specifications for managing the maintenance are as follows:

- a) The service provider must have facility to received authorisation requests from their merchants via telephone, email and/or online portal.
- b) The service provider should ensure that the maintenance desk is only operated by qualified (motor, diesel, and earthmoving) and post trade experienced technicians, from Monday to Saturday during normal business hours. The maintenance desk operators must have the skills to manage maintenance requests for different types of fleet equipment (e.g., hydraulic repairs; construction equipment etc.) in line with OEM requirements and Eskom specific technical requirements. The maintenance desk needs to be fully functional at the time of implementation of the contract.
- c) Service provider to ensure that they have a national geographical footprint of merchants as per Eskom.
- d) The service provider to forward a list of their merchants per province, location, address, contact details and BEE status.
- e) Service provider will ensure that the merchant is registered on its vendor database and all merchants are evaluated and re-certified annually or as statutory required.
- f) All new and existing repair centres must be evaluated and approved by an Eskom Technical assessor and/or Fleet Technical Officer before they are granted permission to work on Eskom vehicle.
- g) Eskom representative reserve the right to select the merchant where they wish to have their vehicles serviced. Should a need arise for the vehicle to be moved to a different merchant, an approval in writing must be given by the Eskom representative.
- h) Service provider to notify all its merchant on their database that "Before any work can be done on an Eskom equipment the Service providers merchant must obtain authorisation first".
- i) Failure to obtain authorisation or a strip and quote will result in the service provider liable for any cost. As this is the responsibility of the service provider to communicate to their merchants.
- j) All labour times must be as per the OEM specifications verified by the service provider. The service Provider to ensure that 60 percent of their merchants which must service and maintain Eskom vehicles fall into the categories off BWO, black owned, black youth owned and people with disability.
- k) Service provider to ensure that all vehicles and fleet equipment are serviced by an accredited supplier institutions not limited to:
 - Original Equipment Manufacturer (OEM)
 - Retail Motor Industries (RMI) Registered
 - South African Motor Body Repair association (SAMBRA)
 - Mobile Elevating Work Platform (practitioner) MEWP
 - Department of Labour (DoL) as well as OEM approved / accredited.
 - Engineering Council of South Africa (LMI certification to conduct load test) as well as OEM approved / accredited.
 - Or any other Affiliation, Registrar, or council as per Drive Machinery Regulation 18(5) of the Occupational Health and safety act, 1993 Examining and testing of lifting machines and lifting tackles. See annexure 5 for a detailed list.

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- l) Service provider shall draw up a maintenance strategy to ensure compliance of merchants to compulsory inspection and tests which need to be conducted as specified below:
 - Visual test for lifting equipment to be carried out every six (6) months by a Lifting Machine Inspector (LMI) employed by an accredited LME merchant.
 - Load test for lifting equipment to be carried out every twelve (12) months by a Lifting Machine Inspector (LMI) employed by an accredited LME merchant.
 - 24 months acoustic test inspection to be carried out on all MEWP by an LMI accredited merchant as well as to incorporate the 12 months testing where applicable.
 - Certificate of road worthiness to be done twice a year on trucks and trailers older than 15 years.
- m) Authorisation for repairs must be issued to the merchants according to the following timelines:
 - Routine services, minor repairs, battery, and tyres replacement – within 1h from when they receive the request from the merchant.
 - Major repairs – within 24Hrs from when they received all the necessary documents.

3.3. MAINTENANCE AUTHORISATION

- a) The service provider shall ensure that no vehicles are serviced, or any maintenance is undertaken on a vehicle at a merchant that will jeopardise the warranty (OEM or previous work done) on the vehicle unless requested to do so in writing by Eskom.
- b) The service provider should not allow the fitment of any stolen parts to Eskom vehicles or exceed the industry norms and standards. Should any parts have been fitted without prior authorization by Eskom, the total transaction and consequential cost will be for the account of the service provider.
- c) Fitment of used parts and/or service exchange parts on Eskom vehicle must be authorised by the Fleet Technical Officer or Fleet Manager in writing prior to the authorisation be given to the merchant.
- d) The service provider should have access to the MAPO system to verify the parts that the merchants will be fitting to the Eskom vehicles meet OEM specification.
- e) The service provider will take corrective action (including but not limited to removal from the approved list) when merchants do not comply with standards and when merchants are suspected of being involved in fraud or irregularities.

3.3 AUTHORISATION PROCESS

3.3.1 ROUTE SERVICES AND MAINTENANCE

- a) The services provider will ensure that all their merchants are informed about Eskom maintenance authorization process.
- b) Below is the maintenance authorisation process to be followed:
 - I. The service provider merchant must have the function to receive a call from Eskom to book the vehicles.
 - II. The Eskom representative will contact the suitable merchant and make a booking according to the required repairs.
 - III. On the day the vehicle is taken in for service, the Eskom representative will take the vehicle in to the merchant.
 - IV. On the vehicle's arrival, the merchant must open Job card where the detailed list of the required repairs will be noted and the vehicle must be physically inspected for physical

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- damages and dents, and the Eskom representative must sign the job card as an acknowledgment of the existing damages on the vehicle.
- V. The merchant must do a pre-assessment without stripping the vehicle on what repairs are required and compile a quote. If stripping is required, the merchant must contact the service provider to get authorisation for a "Strip and Quote".
 - VI. The merchant must then contact the service provider for authorisation by means of a telephone call and/or submit an authorisation request on the service provider's online portal.
 - VII. The service provider will validate the merchant, vehicle, or fleet equipment details and determine the location of the vehicle in question.
 - VIII. Merchant presents service provider with a quotation for repairs.
 - IX. Service provider will verify history for work previously done, warranty's, cost etc.
 - X. The service provider must evaluate the merchant request/quote against industry pricing and make recommendations.
 - XI. If all is in order and the quote is within the service provider's DOA, the service provider must immediately issue the merchant with an authorisation number followed by a confirmation email.
 - XII. The merchant will then proceed the repairs and invoice the repairs.
 - XIII. The driver must be notified by the merchant when the vehicle is ready for collection.
 - XIV. When collecting the vehicle, the driver must sign the invoice.
 - XV. The invoice must have the full details of the repairs carried out, and the full details of the driver collecting the vehicle,
 - XVI. The merchant will submit the signed invoice to the service provider for payment.
 - XVII. If the quotation exceeds the set DOA, or if there are any discrepancies, the service provider must obtain authorisation from the relevant Eskom via a call, email or online portal.
 - XVIII. All authorisation above the set amount, a technical assessment will be done by an Eskom Technical assessor and/or delegated Eskom representative.
 - XIX. All authorisation requests and approvals above the set amount must be sent by the merchant via email or fax to the service provider within the prescribe times.
 - XX. In the case of an Accident – the driver or any Eskom person can contact the insurance company to dispatch a tow-in service to tow the vehicle to the nearest Eskom site. Then the driver / supervisor completes the insurance document and insurance will arrange for it to be towed and repaired after they have issued an authorization number.
- c) Authorisations should be according to agreed mandate between Eskom and the service provider.

3.3.2 AFTER HOURS AND EMERGENCIES MAINTENANCE AUTHORISATION

- a) Service provider shall provide 24 (twenty-four) hours a day, 7 (Seven) days a week national toll-free facility manned and managed effectively for reporting breakdowns and roadside assistance. Rates to be negotiated through multiple merchants to ensure Eskom is receiving the best towing rates.
- b) In respect of tow-in services, the service provider shall, on receiving a request from a driver, arrange for a reputable tow-in service to tow the vehicle to an Eskom site to avoid unnecessary storage cost, which is closest to the location of the vehicle. (After hours only)
- c) During normal working hours a vehicle may be towed to the closest merchant approved by the service provider Eskom will not pay for storage costs
- d) After hours emergency repairs must be authorized by Eskom as per the DOA.
- e) Service provider merchants must make provision for a 24-hour repair and maintenance service for all specialised and construction equipment nationally.

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- f) The service provider to arrange onsite maintenance and repairs nationally which must be negotiated with merchants and SLA put in place.
- g) The merchant must comply to the safety requirement according to each site.

3.4. BILLING AND PAYMENT PROCESS

- a) Monthly tax invoices should be provided in PDF format via email.
- b) Payments for the duration of this contract will be affected by any means available to Eskom including but not limited to EFT's and/or Pre-Authorized Debit Orders.
- c) Service provider to provide a unique debit order reference or tracking number before payment can be done.
- d) Service provider to provide a solution which will enable debit orders over the maximum limit to be processed within the same month.
- e) The service provider must submit copies of all invoices paid in accordance with the tax invoice.
- f) The service provider will provide a spend report in accordance with the tax invoice with BEE level spent to ensure the necessary discounts are taken by Eskom as per the SD&L requirements.
- g) Eskom will reconcile the monthly charges to transactions monthly/ weekly basis and any appropriate adjustments shall be affected in the following month's payment.
- h) An invoice shall be refuted if no authorisation was obtained from the service provider prior to commencing maintenance.
- i) The service provider should have systems in place to proactively identify exceptions resulting in late payments of merchants, which can affect billing to Eskom.
- j) Service provider to ensure there is no merchant invoices outstanding for more than 30 days.
- k) Any merchant disputes with regards to authorisation and payment will be handled by the service provider.
- l) No Eskom vehicle should be withheld by the merchant due to non-payment of invoices by the service provider.

3.5. REPAIRS AND MAINTENANCE DISCOUNTS ON BEHALF OF ESKOM

The service provider must have standing discount agreements with OEMs and merchants.

4) DATA SPECIFICATION

All available data required for take on will be supplied by Eskom in electronic format inclusive of vehicle and fleet equipment master data and repair and maintenance transactional data. Eskom's requirement is a minimum of six (6) years live to date of historic data per vehicle.

The take on must be conducted within the time frame specified by the contract. The take on will consist of the actual upload, verification, and the integrity of the data. At least one dry run for verification must be conducted. Eskom and the service provider will determine the format and specifications, in which the take on will be conducted. The transactional data must be as in a format as specified by Eskom to allow integration into the SAP and Business Warehouse system. An automated master data interface update of information e.g., Change of Engine number must be created. Geo locations for all the merchants are to be provided by the service provider.

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5) PERFORMANCE MEASUREMENT

- I. The waiting time to answer calls should not exceed two (2) minutes for a merchant to hold for authorisation.
- II. The turnaround time to forward authorisation confirming to the merchant within the service provider DOA should not exceed one (1) hour after authorisation call.
- III. Recording requests should be provided within 48hours.
- IV. Merchant's performance to be measured to ensure efficiency and good workmanship by the service provider.
- V. Service and minor repairs 1 to 2 days
- VI. Minor to Medium repairs brakes, clutch 3 to 5 Days.
- VII. Medium to Major repairs Gearbox and engine overhauls 5 to 15 days

6) AUDITS

Eskom reserve the right to audit their internal Fleet Management Enabling Processes, data or any part thereof from time to time to ascertain that these processes and their associated controls will not under any circumstances expose Eskom to, financial risks and/or legal risks.

7) STAKEHOLDER MANAGEMENT

Stakeholder management structure should be established to ensure effective communication channels between customer and service provider.

7.1. SERVICE LEVEL AGREEMENTS

The service provider shall establish and maintain a service level agreement between itself and the merchants that clearly stipulates but not limited to the following:

- The level of service the merchants must provide to Eskom.
- How Eskom property must be treated and handled while in the merchant's possession.
- Process to be followed by the merchants when to obtain authorisation.
- Recourse when a merchant fails to follow the authorisation process.

8) TRAINING

The service provider will provide training to the identified fleet staff on the system and reports.

9) RELEVANT STATISTICS AND ESTIMATED QUANTITIES

Please note that these statistics are an example of the average number of calls, or the number of vehicles must be utilised for the sole purpose of the preparation for this tender and that it is only a guideline in terms of the volumes of this contract. Eskom does not guarantee that the number of vehicles in the fleet at the time of implementation will be the same as indicated in this document, but it is merely an estimate to be used in the compilation of the tender.

Examples of Managed Maintenance Exceptions

The service provider's system must be designed/configured to flag/report exceptions in data entries including but not limited to the following:

- Tyres (replace before the Eskom mandate)

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- Batteries (numerous replacement)
- Services due, missed & overdue.
- COR due, missed, or overdue
- shocks replacement outside the norm's standard /warranties
- brakes numerous replacements outside the norm's standard /warranties.
- Engine/ gearbox / clutch/diff/prop shaft replacements outside the norm's standard /warranties

10)AUTHORISATION

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Provision of a managed maintenance facility for the payment of all maintenance transactions, services, and repair transactions at authorised merchants as and when needed on Eskom Generation vehicles for a period of 5 years.

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11)REVISIONS

Date	Rev.	Compiler	Remarks
June 2024	0	Isaac Tshehla	Developed the SOW

12)DEVELOPMENT TEAM

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

- Isaac Tshehla
- Edwin Dikgale
- Martin Makhubedu

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