

	Scope of Work	Just Energy Transition
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Content

Page

1. Introduction.....	3
1.1 Scope.....	4
1.1.1 Purpose.....	4
1.1.2 Applicability	4
1.1.3 Effective date.....	5
1.2 Normative/Informative References	5
1.2.1 Normative.....	5
1.2.2 Informative.....	5
1.3 Definitions	5
1.4 Abbreviations	5
1.5 Roles and Responsibilities	5
1.6 Process for Monitoring.....	6
1.7 Related/Support to be provided by Eskom.....	6
2. Constraints	6
2.1 General Constraints	6
2.2 Site Constraints.....	6
3. Site Description	7
4. Detailed Scope of Work.....	7
4.1 Skills Supply Baseline Assessment	8
4.2 Addressing Demand.....	9
4.3 The Gap Analysis	9
4.4 Training Facility Viability	10
4.5 Summary of tasks.....	11
4.6 Reporting Schedule.....	12
5. Consultant Requirements and Required Resources	13
6. Performance.....	15
7. Pricing and Payment Schedule.....	16
8. Configuration Management.....	17
9. Confidentiality	17
10. Additional Information: Evaluation of Proposals	17
11. Acceptance.....	18
12. Revisions	18
13. Development Team	18
14. Acknowledgements	Error! Bookmark not defined.

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1. Introduction

Eskom has a broad skills base that has historically supported the **conventional** operations of coal-fired power generation. However, as the organisation transitions towards renewable energy options and ageing coal-fired power stations are repowered and repurposed, it is necessary to assess whether the existing skills base (in Eskom and the surrounding community) can support the projects planned at and around selected power stations, while enabling sustainable employment and local economic diversification.

Initial skills assessments have been undertaken to identify the skills currently available at power station level. However, these assessments do not fully reflect the broader skills landscape, including applied learning, tacit knowledge, informal experience and uncertified training within surrounding communities. To support a just energy transition and contribute to a sustainable local economy, a comprehensive skills **supply-side audit** is required. This audit must include suppliers within a 30Km¹ range of Eskom sites to determine **what skills are offered**, to inform what skills will be available to support new repowering and repurposing ventures **and what skills can be offered at Eskom training facilities to address the gap (if any)**.

On the demand side, stakeholders such as the National Business Initiative (NBI) are mapping planned new-build and renewable energy opportunities, including how local SMMEs can be leveraged to support employment uptake. In parallel, Corporate Social Investment and Economic Development initiatives are promoting job placement efforts. However, employment retention remains low, as reflected in available employment data.

To ensure that current and planned skills investments translate into sustainable employment outcomes, it is necessary to align the relevant skills being produced with the jobs and economic opportunities emerging in each locality. This requires a location-based analysis of existing and potential skills supply, as well as an assessment of the additional skills required to retain jobs beyond short-term construction and civil works associated with repowering projects.

The location of new green energy developments and their associated skills requirements must therefore be mapped against the local skills supply pipeline. This will enable Eskom and its partners to understand how localised skills development can support sustained work opportunities, rather than responding only to temporary opportunities created during project implementation.

To address the skills supply-demand challenge, establishing what skills already exist within a 30 km zone around each selected power station is needed as the baseline data. This study will map the skills being offered in these areas, identify the institutions or parties providing such training, and assess the extent to which these skills address the requirements of planned projects. By mapping the supply side, Eskom will be able to determine what additional interventions are required to address any “skills vacuum”, including the potential use of Eskom training facilities to close the identified skills gaps.

¹ Available evidence indicates that requiring workers to migrate beyond a 30 km radius in search of employment triggers additional social and economic challenges. . A just transition must therefore ensure that communities and workforces are adequately skilled to access opportunities arising from repowering and repurposing initiatives, preferably close to where they live and work.

The proposed gap-filling courses, namely skills required but not currently provided by local TVET colleges or other training providers, must be identified and assessed to determine whether they should be offered as permanent programmes or temporary bridging interventions. This determination will be possible when viewed against the demand side of the value chain, which will inform the types of jobs likely to arise from planned projects. The detailed demand-side map is not part of the scope of this project, as it is an evolving portfolio being addressed with partner stakeholders. However, known projects in the relevant areas will be provided as an initial reference point.

Eskom seeks to appoint a consultant to qualitatively and quantitatively map training providers operating around five Eskom power stations, namely Arnot, Hendrina, Camden, Komati and Grootvlei. The consultant will assess whether the skills currently being produced align with the requirements of pending energy-transition projects. Where gaps are identified, the analysis must indicate whether Eskom facilities can be used to address such gaps and assess the viability of doing so. Details of the relevant projects will be shared with the successful bidder, with at least seven projects anticipated per site.

Value added by the initiative

- Although the locations of various TVET colleges and training providers are known, there is limited clarity on the specific skills, sub-skills and job families produced in these areas. Mapping these outputs will strengthen the understanding of the local skills supply funnel.
- The analysis will integrate three key data sources: the findings from this study, the NBI Renewable Energy Atlas for demand-side insights, and EWSETA's PowerUp database for university-based skills-level data. This integrated evidence base will support more targeted decision-making on investment, workforce development and employment opportunities, ensuring that the right skills are in place to support sustainable job creation.

1.1 Scope

1.1.1 Purpose

The purpose of this document is to outline the scope of work required for the appointment of a **consultant** to conduct a skills assessment study in the Nkangala and Gert Sibanda Districts of Mpumalanga. The consultant **will qualitatively and quantitatively map training** providers operating within the vicinity of five **Eskom power stations**, namely **Arnot, Hendrina, Camden, Komati and Grootvlei**. The study will assess whether **the skills** currently being **produced** align with the requirements of **pending energy-transition projects**. Where gaps are identified, the analysis must determine whether Eskom training facilities can be used to address these gaps and assess the viability of doing so.

1.1.2 Applicability

This document shall apply to the communities within a 30 km radius of the following power stations:

- Arnot, Camden, Grootvlei, Hendrina and Komati Power Stations

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1.1.3 Effective date

The effective date will be from the authorisation date.

1.2 Normative/Informative References

1.2.1 Normative

[1] ISO 9001 Quality Management Systems

1.2.2 Informative

N/A

1.3 Definitions

N/A

1.4 Abbreviations

Abbreviation	Explanation
ERI	Eskom Rotek Industries
EAL	Eskom Academy of Learning
Gx	Generation
ISO	International Standards Organisation
N/A	Not Applicable
NBI	National Business Initiative
QCP	Quality Control Plan
QCTO	Quality Council for Trades and Occupations
SHE(Q)	Safety, Health, Environment (Quality)
SMME	Small, Medium, and Micro Enterprises
TVET	Technical and Vocational Education Training

1.5 Roles and Responsibilities

1.5.1. Employer representative

- Responsible for contract management, liaison with the researchers and project leads to enable data access and track progress.

1.5.2. Principal Contractor

- Executes scope of work issued by the Employer

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1.6 Process for Monitoring

The tender committee will adjudicate the tender evaluation and contract appointment during tender stage, contract manager will monitor the contract deliverables.

The Contractor shall compile and submit a Quality Control Plan (QCP), supported by a detailed programme or Gantt chart, to ensure that the works are executed in accordance with the applicable technical and SHEQ requirements, and within the specified duration.

1.7 Related/Support to be provided by Eskom

- Access control to Eskom sites and necessary Eskom data; access to partners such as NBI and EWSETA and access to TVETS and Provincial Government Skills representatives.

2. Constraints

2.1 General Constraints

- a) All technical queries to be directed to the buyer/procurement officer during the tender period and to the employer's agent during contract execution.
- b) Contractor to provide returnable schedules in accordance with the technical evaluation strategy issued by the Employer.
- c) All services, works and acquisition of materials, goods and assets are to be executed in accordance with standards referenced and all other applicable standards.
- d) Deliverables/objectives of this works includes but not limited to:
 - i. Submit detailed methodology statement and material and/or equipment data sheets for Employer to approve before commencement of the works.
 - ii. Submit detailed programme/plan including breakdown of tasks to be executed, date of completion for each task and amount of time needed to complete task for Employer to approve before commencement of the works.
 - iii. Submit detailed QCP, which ties in with the submitted methodology statement, signatories to be Contractor, Eskom Senior Technician.
 - iv. Capture evidence with photo, video and or audio reference together with necessary consents to enable effective validation of the scope of work.
 - v. Execute scope of work for the skills demand-supply map, gap analysis and feasibility assessment .
 - vi. Comply to all SHEQ requirements ensuring safety of plant and personnel.

2.2 Site Constraints

- i. Contractor to provide all equipment, materials, and skilled labour to execute the required works and services.
- ii. Contractor to cover all costs to complete the scope of work.

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- iii. All SHEQ laws and regulations are to be adhered to during the execution of works and services.
- iv. Adherence to protocols regarding National Key Point regulated areas.

3. Site Description

- 30 km radius around the following power stations: Arnot, Camden, Grootvlei, Hendrina and Komati.

4. Detailed Scope of Work

The Consultant will be required to undertake the following activities:

- Identify, assess and map training supply institutions located within a 30 km radius of the selected Eskom sites.
- Determine the skills, sub-skills and job-family outcomes generated by the courses offered by each training facility.
- Analyse job demand linked to repowering and repurposing initiatives, using available demand-side datasets and project information provided to the Consultant.
- The demand-side analysis will be limited to validating and interpreting existing datasets for the repowering projects planned. The associated value chain jobs will require some analysis and support will be offered on these job families from demand-side specialists
- Identify the skills gap between skills supplied and those demanded at the specific sites, including whether training facilities within the research zone currently meet, or have the potential to meet, the skills requirements of planned project outputs.
- Define the “gap-filling” skills and associated training requirements for skills that are urgently required but are not currently offered, or cannot feasibly be offered, by existing training providers within the research zone. This will need to be informed by the specific methodology proposed by the Consultant.
- Evaluate Eskom’s training facilities’ ability at site to deliver the required interventions and assess the viability of Eskom providing these services at the specific sites. The viability analysis will also have to be informed by the proposed methodology adopted by the Consultant.

The research and analysis required by this scope focuses on a 30 km zone around each of the following power stations, which fall within the Nkangala and Gert Sibanda Municipal Districts in Mpumalanga:

- Komati Power Station
- Hendrina Power Station
- Arnot Power Station
- Grootvlei Power Station
- Camden Power Station

To support delivery of the scope of work, the following information and access will be provided to the successful Consultant:

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- Information on the location of future power installations and the associated skills required for each facility.
- Access to the selected power stations and their relevant training facilities, subject to applicable site access requirements.
- Available information on skills present at the selected sites and within the surrounding communities.
- High level demographic insights pertaining to the areas under review.

The scope of work comprises five key tasks/deliverables:

4.1 Skills Supply Baseline Assessment

The Consultant shall develop a consolidated view of skills supply within a 30 km radius of the five Eskom power stations located in the Nkangala and Gert Sibanda Municipal Districts. This deliverable must be provided as both a spatial map and an editable database in Microsoft Excel or Google Sheets format.

The assessment must indicate the **skills generated** through the courses offered by each training facility, as well as the **number of graduates** produced over the past five years.

The study must assess all relevant courses offered by available training facilities within the research zone. This includes public and private institutions such as TVET colleges, corporate training academies, PBO/NGO training facilities, whether accredited or non-accredited, and universities.

Given the focus on post-school education and training, the assessment will be limited to tertiary and post-school training institutions. Once the relevant institutions have been identified, the Consultant must capture course-level information using the table below as a guide. The table is indicative and may be expanded where additional relevant information is required.

Institution	Course title	Course duration	Cost	Number of students/ year graduating	Number of years the course has been offered	Certification or not	Skills outcome	Official job family	Applied job family

The data collected must be sufficient to address the following baseline questions:

- What key courses are offered within the research zone?
- What are the average costs per course, and how affordable are these courses relative to demographic data supplied?
- Which courses are duplicated within the research zone?
- Are any courses becoming redundant, based on longitudinal data obtained from the training institutions?
- Are any courses designed or influenced by businesses operating in the area?
- Are any businesses providing direct training to meet their own skills requirements?

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4.2 Addressing Demand

The Consultant shall assess the available skills supply against the expected skills demand associated with repowering and repurposing initiatives at the selected sites. This assessment must be based on the skills demand information provided to the Consultant for planned projects, together with the findings from the Skills Supply Baseline Assessment.

The demand-side assessment will be limited to validating, interpreting and comparing existing datasets and project information. The Consultant will not be required to develop independent skills-demand forecasts.

- Determine whether existing training facilities can supply the required skills.
- Identify skills that are unlikely to be available at the relevant site or within the research zone.
- Identify existing skills that can be applied to local job opportunities, even where they do not fully match the required project scope.
- Identify required skills that are not offered within the research zone or through other known training channels.
- Identify additional skills required to support planned projects that are not currently offered within the research zone.

The results of this analysis will inform the third deliverable, namely the identification of likely skills gaps at each site.

4.3 The Gap Analysis

Based on the baseline findings and the extent to which existing skills supply aligns with anticipated demand, the Consultant shall conduct a gap analysis to identify the required skills that are not currently available within the research zone and that may potentially be supplied through Eskom power station training facilities.

The analysis for this deliverable must determine:

- Skills required for planned repowering and repurposing initiatives that are not currently offered within the research zone.
- Whether these skills are offered outside the research zone, including near another Eskom site, and whether such a site could potentially specialise in the relevant skills offering.
- Whether the required courses are already offered by institutions outside the research zone, which may indicate that skills could be accessed or insourced rather than developed as new offerings at the relevant Eskom site.
- Which courses should be classified as “skills gap fillers”.
- Whether the identified gap-filling courses should be offered as short-term interventions, due to their specificity and small cohort requirements, or as longer-term training offerings.
 - The rationale and evidence informing this determination must be clearly stated.
- Whether Eskom should continue delivering the identified courses or whether delivery should be transferred to an external skills provider.
 - The rationale and evidence informing this recommendation must be clearly stated.
- Which courses should be offered at specific Eskom sites, based on local demand, available facilities, existing skills supply and strategic fit.

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- The rationale and evidence supporting the proposed site allocation must be clearly stated.

The results of this analysis must produce a portfolio of skills and courses that address the supply-demand gaps identified at each specific site.

4.4 Training Facility Viability

Based on the courses proposed for delivery at Eskom sites, together with insights from similar courses successfully offered elsewhere, including their longevity, uptake, demand and cost, the Consultant shall identify the factors that should be considered when prioritising courses for specific sites. This work must result in a **criteria matrix** to evaluate the proposed courses and determine whether they should be offered as short-term interventions or as more permanent training offerings.

The viability assessment must consider the following:

- What is required to deliver the identified skills gap-filler courses sustainably without undermining other skills investments in the vicinity, including TVET colleges, community projects and Installation, Repair and Maintenance Hubs.
- How the proposed courses will support career advancement for existing skills within the research zone.
- How skills gap-filler courses can unlock employment or entrepreneurial opportunities within the 30 km zone, including where they are not directly linked to a known project.

The Consultant must summarise the identified skills gap fillers and recommended delivery options using the table below:

Skills gap filler / course	Skills gap addressed	Recommended delivery option	Proposed delivery site	Delivery horizon	Viability and cost considerations
To be completed by Consultant	Identify the specific skills deficit not addressed by existing local providers.	Eskom-delivered, co-delivered with TVET or skills provider, outsourced, insourced from another site, or not recommended.	Specify the Eskom site or alternative delivery location.	Short-term bridge, medium-term intervention or permanent offering.	Indicate facility readiness, accreditation needs, equipment requirements, estimated cost, sustainability and potential impact on existing training providers.

The results of this work must inform an assessment of whether training facilities at each specific site are viable for delivering the required skills gap-filler courses, suitable for offering alternative training, or not viable for additional training due to existing offerings within the research zone.

In addition to assessing the viability of site-based training facilities, the Consultant must provide a high-level estimate of the cost required to equip or upgrade existing facilities to deliver the proposed courses.

The final report must include a high-level implementation strategy setting out how the proposed skills interventions will be delivered, together with associated cost estimates.

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4.5 Summary of tasks

The table below summarises the key tasks required under the scope of work and links each task to the relevant deliverable.

#	Deliverable Tasks	Summary of tasks	Expected output
1	Task 1: Skills Supply Baseline Assessment	- Review baseline data from TVET colleges, private training facilities, Eskom Academy of Learning, the South African Welding Institute, the Mining Qualifications Authority, the Komati Training Facility, and other training institutions in and around the sites outlined in Section 3. - Identify, assess and map training supply institutions within a 30 km radius of the selected Eskom sites. - Capture courses offered, providers, skills outcomes, job-family alignment, graduate numbers, course duration, cost, certification status and course sustainability. - Capture the data in Google Sheets or MS Excel for analysis and visualisation using tools such as Power BI. - Indicate the courses offered, by whom, the quantum of skills likely to be available in specific disciplines, and whether each course offering is sustainable. - Use the findings to inform the supply-side inputs of the skills equation.	- Consolidated skills supply baseline. - Spatial map of training providers within the research zone. - Editable database in MS Excel or Google Sheets format. - Database suitable for analysis and visualisation using tools such as Power BI. - Database reflecting baseline data reviewed from relevant training institutions. - Information on courses offered, institutions providing them, quantum of skills available, graduate output, course sustainability and supply-side inputs required for the skills equation.
2	Task 2 : Demand Analysis	- Determine whether skills offered within a 30 km zone of each selected site are sufficient and relevant for likely project requirements. - Use known skills demand associated with planned projects within a 30 km zone of each station. - Review project information provided to the Consultant. - Gather additional insights through Eskom partnerships with universities, the JET-PMU Skills Working Group, the IPP Office and planned JET initiatives at the various sites.	- Demand-alignment assessment for each 30 km research zone. - Indication of whether existing skills supply is sufficient and relevant for known and emerging project opportunities. - Reference to known project information supplied to the Consultant. - Inclusion of insights gathered through Eskom partnerships and planned JET initiatives. - Assessment of the extent to which current skills supply can support expected project needs.
3	Task 3: Determining the Skills Gap to be Addressed at Eskom Sites	- Apply a gap analysis methodology using findings from Task 1 and Task 2. - Determine which skills can be offered at the various power stations to address short-term gaps not currently delivered by existing training partners. - Assess whether identified skills gap fillers are likely to be ongoing interventions requiring more substantial investment by Eskom.	- Skills gap database. - Written report setting out identified skills gaps. - Proposed gap-filling courses. - Likely delivery pathway for each course. - Indication of whether the intervention is short-term or ongoing.

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		- Determine whether courses can be transferred to other training partners at Eskom sites or other locations. - Determine whether proposed courses are feed-in courses or post-course offerings, including the implications of each option.	Implications of each proposed course at the relevant Eskom site.
4	Task 4: Determining the Viability of Gap-Filling Courses and Services	- Assess the viability of offering identified skills gap-filler courses and related services, such as mentoring and career readiness support, at specific Eskom sites. - Determine which courses are required at each site. - Assess the likely duration of each course. - Assess likely demand and applicability of the skills to broader livelihood opportunities. - Compare the cost of offering the course at Eskom sites with courses offered outside the 30 km zone. - Present findings against viability criteria informed by Task 1.	- MS Excel or Google Sheets database. - Criteria-based viability assessment. - Indication of courses required at specific sites. - Expected course duration and likely demand. - Assessment of livelihood relevance and comparative cost. - Recommendation on whether each course is viable for delivery at the proposed site.
5	Task 5: Costs for the Intervention	- Undertake a high-level cost assessment of offering proposed courses at power stations using existing site facilities. - Include costs for trainers and specific course material. - Identify additional structures, assets, upgrades or specialised facilities required, such as laboratories. - Indicate whether proposed courses should instead be offered at Eskom Academy of Learning or other suitable facilities. - Assess costs against viability criteria such as likely uptake, uniqueness of offering, social impact, jobs supported or enabled, and urgency of delivery.	- High-level cost assessment. - Cost of delivery using existing site facilities. - Additional infrastructure, asset or upgrade requirements. - Alternative delivery options through Eskom Academy of Learning or other facilities. - Cost-informed viability recommendations. - Strategy indicating what should be delivered at specific sites based on cost, viability, social impact and urgency.

4.6 Reporting Schedule

The table below provides an indicative delivery period per task, based on completion of the overall scope within sixteen (16) weeks from contract commencement.

Task	Indicative period	Duration	Reporting output / milestone
Inception and project mobilisation	Weeks 1–2	2 weeks	Inception report, confirmed methodology, workplan, stakeholder engagement plan, data request list, and detailed programme or Gantt chart.
Task 1: Baseline Assessment	Weeks 3–7	5 weeks	Draft and final baseline database, spatial map of training providers, summary of courses offered, graduate outputs, course sustainability and supply-side findings.

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Task 2: Meeting Demand	Weeks 6–9	4 weeks	Demand-alignment assessment showing whether available skills within each 30 km zone are sufficient and relevant for known and emerging project needs.
Task 3: Determining the Skills Gap to be Addressed at Eskom Sites	Weeks 9–11	3 weeks	Skills gap database and written report identifying skills gaps, proposed gap-filling courses, feed-in or post-course options, delivery pathway and implications per site.
Task 4: Determining the Viability of Gap-Filling Courses and Services	Weeks 11–13	3 weeks	Viability matrix and database indicating proposed courses per site, delivery duration, likely demand, livelihood relevance, delivery option and comparative viability.
Task 5: Costs for the Intervention	Weeks 13–15	3 weeks	High-level cost assessment covering delivery through existing site facilities, additional infrastructure or asset needs, alternative EAL delivery options, and cost-informed viability recommendations.
Final reporting and close-out	Week 16	1 week	Final report, final database, final presentation and high-level implementation strategy with associated cost estimates.

All deliverables are subject to review by the employer. Response time is 5 days.

5. Consultant Requirements and Required Resources

The output for this project is a detailed report supported by a populated database that demonstrates the analysis of both existing datasets shared by others and the insights generated through this study. Consultants will be supported with existing datasets, access to partners in the JET-PMU Skills Working Group, TVET colleges and Eskom Academy of Learning. Workshops with Eskom's relevant skills-related suppliers and the JET Office will support the Consultant in generating the required insights and will be available for clarification and confirmation.

The Consultant may apply an appropriate range of methodologies to address the tasks, provided that the work is undertaken through a Just Energy Transition lens that:

- Ensures that the skills required are employment-ready and aligned with existing and expected opportunities in the area, including supporting supply chains as potential job-creation opportunities.
- Supports economic diversification in communities directly impacted by the energy transition.
- Ensures the social and financial sustainability of the facilities and interventions proposed at the relevant sites
- Supports permanent job creation and reduces the need for community members to migrate for work.

The key expert resources whose CVs and experience will be evaluated are set out in the table below:

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Resource / position	Experience	Requirements	Role in this assignment	Weight
Lead Analyst	Minimum of 7 years' experience in managing or assessing educational and training deliverables in a commercial context, supported by verifiable references of successful assignments.	- Insight into critical success factors for courses and training interventions. - Familiarity with TVET colleges in Mpumalanga and their sustainability. - Experience in outcomes-based training interventions.	Provides technical leadership for the skills mapping, gap analysis, interpretation of findings and development of recommendations through a Just Energy Transition lens.	30%
Project Manager	Minimum of 5 years' experience in coordinating research and analysis findings and ensuring that insights are consolidated into a viable, bankable and decision-ready report.	- Minimum of 5 years' socio-economic development experience. - At least two successfully completed bankable projects with references.	Manages the overall assignment, workplan, stakeholder coordination, quality control, reporting schedule and submission of deliverables to Eskom.	20%
Analyst / Researcher	Minimum of 5 years' experience in analysing social, financial and/or economic data, specifically in the training, developmental and/or public sector environment.	- Postgraduate training in social sciences, psychology, economics or development studies. - Effective writing skills. - Minimum of 4 years' experience analysing social and business-related results.	Leads data collection, database population, analysis of supply and demand information, evidence synthesis and drafting of analytical sections of the report.	30%
Built Environment Specialist	Minimum of 4 years' experience in the development or assessment of training facilities, with insight into costings and technologies required for accreditation.	- Building science or related degree or diploma. - Design skills	Assesses Eskom training facilities, identifies upgrade or asset requirements, estimates high-level facility-related costs and advises on the viability of site-based training delivery.	20%

Eskom is seeking consultants with research-specific skills complemented by analytical review capability to support the development of a business case for addressing skills gaps in and around the selected power stations. Eskom is not seeking a training partner at this stage; rather, the requirement is for **consultants who can review what training is currently offered and determine what interventions are required.**

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The final report will be reviewed by the JET Office and used to inform future capital and operating expenditure investments and priorities at each station under review, together with the relevant Generation executives, to support the skills supply required at each site in the short and medium term.

6. Performance

The Consultant's performance will be monitored against the approved scope of work, agreed programme, quality requirements and deliverables accepted by Eskom. Performance will be assessed throughout the assignment to ensure that the work is delivered on time, to the required quality standard, and in a manner that supports Eskom's Just Energy Transition objectives.

Performance will be assessed against the following key areas:

Performance area	Performance requirement	Measurement / evidence
Programme adherence	Deliver tasks, reports, databases and presentations within the approved programme and reporting schedule.	Approved project plan, Gantt chart, progress reports and submission dates.
Quality of deliverables	Submit deliverables that are complete, accurate, evidence-based, professionally presented and aligned with the scope of work.	Eskom review comments, accepted reports, approved databases and quality assurance checks.
Data integrity and traceability	Ensure that all data captured is complete, traceable to source, appropriately validated and suitable for analysis using agreed analytical tools.	Completed databases, source references, validation records and data quality checks.
Stakeholder engagement	Engage relevant stakeholders professionally and timeously, including Eskom, training institutions, partners and community-related stakeholders where applicable.	Stakeholder engagement plan, meeting records, attendance registers, interview notes and feedback logs.
JET alignment	Apply a Just Energy Transition lens that supports employment readiness, local economic diversification, sustainable training interventions and reduced need for labour migration.	Report findings, recommendations, skills gap analysis, viability assessment and implementation strategy.
Cost and viability assessment	Provide realistic, high-level cost and viability inputs to inform future capex and opex decisions.	Cost assessment, facility readiness inputs, viability criteria matrix and final recommendations.

The Consultant shall submit progress updates at agreed intervals and attend review meetings as required by Eskom. Eskom will review deliverables and provide comments within the agreed response period. The Consultant shall address comments and resubmit deliverables within agreed timelines.

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Failure to meet agreed performance requirements, including repeated late submissions, poor-quality outputs, incomplete data, inadequate stakeholder engagement, or failure to address Eskom review comments, may result in corrective action in accordance with the contract. Measures will be discussed and finalised during the contract stage.

7. Pricing and Payment Schedule

Payment will be made against the agreed contract value based on completion, submission, review and acceptance of each deliverable report and associated output. The payment weighting applicable to each deliverable is set out in the table below. The Consultant must submit a lump-sum bid as part of the financial proposal, inclusive of all fixed and variable costs required to conduct the service and deliver the agreed outputs. A QS costing sheet will be shared with bidders, indicating the relevant cost items that Consultants are required to price for as part of their financial submission. Any travel costs associated with deliverables, over and above scheduled meetings agreed with the client, must be discussed and agreed with the Eskom JET Team in advance. As the contract duration is expected to be less than twelve (12) months, no price escalation will apply, and the tendered price shall remain fixed for the full duration of the scope delivery.

Deliverable / report	Payment weighting	Basis for payment
Inception Report and Workplan	5%	Accepted inception report, methodology, workplan, stakeholder engagement plan, data request list and detailed programme or Gantt chart.
Task 1: Baseline Assessment Report and Database	20%	Accepted baseline report, populated skills supply database, spatial map and supporting analysis of training providers, courses, graduate outputs and course sustainability.
Task 2: Meeting Demand Report	15%	Accepted demand-alignment report assessing whether skills available within each 30 km zone are sufficient and relevant for known and emerging project needs.
Task 3: Skills Gap Analysis Report	20%	Accepted skills gap database and report identifying skills gaps, proposed gap-filling courses, delivery pathways, feed-in or post-course options and site-specific implications.
Task 4: Viability of Gap-Filling Courses and Services Report	20%	Accepted viability assessment, criteria matrix and database indicating proposed courses per site, course duration, likely demand, delivery options, livelihood relevance and comparative viability.
Task 5: High-Level Cost Assessment and Intervention Strategy	15%	Accepted cost assessment and strategy covering delivery through existing site facilities, additional infrastructure or asset requirements, alternative EAL delivery options and cost-informed recommendations.

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Final Consolidated Report, Database and Presentation	5%	Accepted final consolidated report, final database, final presentation and high-level implementation strategy with associated cost estimates.
Total	100%	Payment shall be subject to Eskom review and acceptance of each deliverable.

8. Configuration Management

All documents supplied by the Contractor shall be subject to Eskom's approval. The language of all documentation shall be in English.

All project documents must be submitted to the Employer's Representative with a transmittal note. The Consultant is required to maintain appropriate document control, version control and records of all submissions made to Eskom.

9. Confidentiality

- 9.1 Eskom will provide the successful Consultant with relevant technical, financial and social studies undertaken for the power stations earmarked for training facility development. This may include information on proposed costs and courses for deliverables at these sites, demographic data gathered through Socio-Economic Impact Assessments and subsequent studies, and available data from TVET colleges and other relevant training institutions.
- 9.2 All data and information received from Eskom for the purposes of this assignment must be treated as confidential and may only be used for executing the approved scope of work under this Terms of Reference.
- 9.3 All intellectual property rights, outputs, databases, reports, analyses, tools and other materials developed or produced through the execution of this assignment shall vest in and be assigned to Eskom.
- 9.4 The Consultant shall not disclose, publish, reproduce, distribute or otherwise share any written materials, data, reports, findings or information obtained or generated during this assignment with any third party, through any medium, without Eskom's prior written authorisation.

10. Additional Information: Evaluation of Proposals

Technical returnables submitted during the tender stage will be evaluated based on the Consultant's understanding of the scope of work, proposed delivery methodology, project approach, resourcing, experience and ability to deliver the required outputs within the specified timeframe. Consultants will be required to achieve a minimum technical score of seventy-five percent (75%) to be considered for the next evaluation phase. Consultants that do not achieve the minimum threshold will not proceed to the financial evaluation stage. The financial evaluation will be conducted in accordance with the applicable preferential procurement scoring framework.

CONTROLLED DISCLOSURE

11. Acceptance

This document has been seen and accepted by:

Name	Designation
Dr Dana Gampel	Corporate Specialist JET and Project Lead
Dinah Baloyi	Document Controller
Mandla Dube	Human Resource Manager (acting)
Amelia Mtshali	Senior Manager Technical Faculty (EAL)
Sam Moswane	Chief Advisor JET
Tebogo Lekalakala	Middle Manager JET
Lungile Gumbi	Middle Manager JET

12. Revisions

Date	Rev.	Compiler	Remarks
	0		First issue

13. Development Team

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

- Dr Dana Gampel
- Mandla Dube
- Amelia Mtshali
- Tebogo Lekalakala

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