

	Request for Information (RFI)	Document Identifier	240-72663051	Rev	1
		Effective Date	01 August 2016		
		Review Date	October 2027		
		RFI Number	E2421CXMWP		

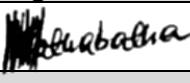
PART A
REQUEST FOR INFORMATION (RFI)

Description of the works/goods/services	RFI for the Provision of Lean Six Sigma Training for a period of 3 years on "an as when required" basis		
Deadline for submission	26 February 2026	At (South African Standard Time)	10H00
Tender Office address	https://eTendering.eskom.co.za/tender/		
EOI are to be submitted electronically via the Eskom E-tendering site by the stipulated closing date and time. Please note that it is the responsibility of the supplier to ensure that the EOI submission is submitted before the closing date and time	<p>The Request for Information (RFI) must be submitted to: https://etendering.eskom.co.za</p> <p>For clarification contact: Mathabem@eskom.co.za before 26 February 2026</p>		

Eskom Holdings SOC Ltd ("Eskom") invites you to submit an:

- Request for information (RFI) to submit information for the works/goods/services as stated in the table. This RFI is a stand-alone information-gathering and market-testing exercise, intended only to inform and assist Eskom's further deliberation and development of a strategy for the Provision of Lean Six Sigma Training for a period of 3 years on "an as when required" basis. Eskom may request indicative prices if so, stated in this RFI.

Eskom has delegated the responsibility for this RFI to:

Name	Designation	Signature	Date
Elias Mathabatha	Officer Procurement		22 January 2025
Telephone number	011 800 5071	Fax and/or e-mail address	Mathabem@eskom.co.za

We look forward to receipt of your response.

Yours faithfully



Zekhaya Nzima

Procurement Manager (Acting)

23/01/2026

Date:

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1. Background information

As part of the strategy to create Business Process Management Centre of Excellence (BPM CoE), there is a need to enhance Process Engineers' (PE) problem solving skills and techniques to identify performance gaps and assist Eskom in designing, implementing, monitoring and optimizing business processes to improve operational efficiency, reducing costs and adapting to changing environment. This requires the PEs to have the necessary and enhanced skill set:

- PE's to be upskilled in terms of Lean Six Sigma to allow them to become more involved throughout the BPM lifecycle.
- PE's to be skilled in Lean Six Sigma and upskilled with the latest process optimization, automation and problem-solving techniques; this will allow them to be more aware in the identification of business challenges, improvement opportunities, propose practical solutions and drive value in the organization.
- PE's to have the required skills, tools, methodologies, structured approaches and systems to enable operational excellence and thrive in executing their work in Eskom.
- PE's to work towards Lean Six Sigma formal certification.

2. Description of Service/ product that needs to be provided (Use high level and short text format), and if necessary, add a spreadsheet.

- Virtual classroom training (with an option of conventional classroom training) for about 31 delegates broken up in smaller groups
- Option of various dates and times for each programme (i.e. Yellow Belt, Green Belt and Black Belt) to be available
- Lean Six Sigma courses to be accredited by International Association of Six Sigma certification (IASSC) or American Society of Quality (ASQ).
- Certification of course completion (Yellow Belt) and competency (Green / Black Belt) must be made available.
- Service provider to provide support / coaching during the deployment phase.

3. Motivation for the request

- The Lean Six Sigma training and deployment are essential to address the ongoing requirements for business process optimization, automation and new business processes development in the fast-changing environment. This would be key for the process impact anticipated in the direction Eskom is taking of redefining for a better future. This will further drive to operationalize among others, one of the Group Technology and Information strategic objectives of Process Optimisation and Automation to ensure Eskom business processes and technologies meet the Eskom objectives and are aligned to best practices.

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- Training and deployment of Lean Six Sigma in an organization can bring numerous benefits and it is still making a compelling choice for many businesses. Here are some of the benefits:
 1. **Increased Efficiency:** Lean Six Sigma helps streamline business processes by minimizing waste, optimizing processes and workflows, reducing costs and making the organization to achieve higher throughput with the same or fewer resources.
 2. **Higher Quality:** Consistent processes result with fewer defects and improved product quality. This focus on quality not only reduces rework but also strengthens the organization's brand reputation and customer satisfaction.
 3. **Enhanced Customer Satisfaction:** Faster delivery and better-quality increase customer satisfaction. Lean Six Sigma ensures that products and services meet or exceed customer expectations, fostering loyalty and repeat business.
 4. **Employee Engagement:** Involving employees in problem-solving boosts morale and engagement. Empowered employees are more motivated to contribute ideas and are more likely to embrace change, leading to a more innovative and adaptable organization.
 5. **Sustainable Growth:** Lean Six Sigma provides a framework for continuous improvement, leveraging the strengths of both Lean and Six Sigma methodologies to drive significant and sustainable change.
 6. **Competitive Advantage:** Organizations that implement Lean Six Sigma can gain a competitive edge by delivering higher quality products and services more efficiently than their competitors.
- This investment of training and deploying Lean Six Sigma lies in the employees' skills, optimising of the BPM function and responding to the ongoing requirements for business process optimization, automation and new business processes development in the fast changing environment. Without Eskom investing in the training of its own Process Engineers, expensive external resources need to be insourced to do the same work. This is also time inefficient as the process to appoint an external resource is long and cumbersome while the Eskom skilled resource could be made available on demand.

4. Benefits to Eskom

- Having a built in and certified Lean Six Sigma skilled resources that are readily available to be deployed for streamlining business processes and improving operational efficiency.
- Enhanced skill to assist in the identification of business challenges, improvement opportunities, propose practical solutions and drive value in the organization.
- PEs available on demand, no appointment of external resource, this time efficient.
- Cost saving, i.e. internal manpower cost vs external resource.
- Internal PEs have experience of the current business and systems, the added Lean Six Sigma skill will have a direct impact on improving operational efficiency.

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5. Scope of work/supply

- Lean Six Sigma training

The service provider must deliver the following in terms of Lean Six Sigma training:

1) Basic Problem Solving

- Problem Scoping
 - Macro Maps
 - SIPOC
 - Pareto Analysis
- Root Cause Analysis
 - Waste Identification
 - Affinity Diagram
 - Fishbone Diagram
 - 5Y's
- Solution Generation
 - Affinity Diagram
 - Fishbone Diagram
 - FMEA
- Solution Evaluation
 - Metrics Management
 - Visual Management

2) Lean Six Sigma training content

Yellow Belt

- Introduction to Lean Six Sigma methodologies (DMAIC)

Green Belt

- Comprehensive training in Lean Six Sigma's DMAIC process.

Black Belt

- Advanced statistical analysis, process capability analysis, and regression analysis.

Global Concepts

- Metrics Management
- Business Principles
- Process Management
- Installation Guidelines
- Application Projects

Global Concepts

- Training Orientation
- Breakthrough Vision
- Business Principles
- Process Management
- Installation Guidelines
- Application Projects
- Change Management

Global Concepts

- Training Orientation
- Breakthrough Vision
- Business Principles
- Process Management
- Installation Guidelines
- Application Projects
- Project Leadership
- Change Management

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General Practices

- Value Focus
- Lean Practices
- Quality Tools
- Basic Statistics
- Continuous Capability
- Discrete Capability

Technical Practices

- Control Methods
- Simulation Project

General Practices

- Value Focus
- Lean Practices
- Quality Tools
- Basic Statistics
- Continuous Capability
- Discrete Capability

Technical Practices

- Hypothesis Testing
- Confidence Intervals
- Control Methods
- Parametric Methods
- Experimental Methods
- Measurement Analysis
- Statistical Analysis
- Digital Training Project

General Practices

- Value Focus
- Lean Practices
- Quality Tools
- Basic Statistics
- Continuous Capability
- Discrete Capability

Technical Practices

- Hypothesis Testing
- Confidence Intervals
- Control Methods
- Parametric Methods
- Chi-Square Methods
- Survey Methods
- Non-Parametric Methods
- Experimental Methods
- Design for Six Sigma Methods
- Measurement Analysis
- Digital Training Project

2.1 Expectations: Skilled Yellow Belt

- Increase business profits by decreasing costs and improving throughput and efficiency
- Support a Continuous Improvement Culture as a team member
- Solve less complex problems in the organization.
- Deliver step-changes in Customer satisfaction levels

Key outcomes:

- Explain the Lean Six Sigma and DMAIC methodology
- Determine the Voice of your Customer (VOC) and create a customer journey map
- Translate the VOC to Critical to Quality measures (CTQ)
- Define problem statements
- Design and develop process maps
- Prepare graphical analysis data (limited)
- Apply problem solving methods to business issues
- Evaluate risk of solutions and develop control plans to sustain improvements

2.2 Expectations: Skilled Green Belt

- Increase business profits by decreasing costs and improving throughput and efficiency
- Create a Continuous Improvement Culture
- Solve more complex problems in the organization at business function level
- Develop people to become capable problem solvers
- Deliver step-changes in Customer satisfaction levels

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Key Outcomes:

- Identify, scope and motivate for Lean Six Sigma projects
- Apply the DMAIC methodology (Define, Measure Analyse, Improve and Control) to deliver complex improvement projects successfully
- Determine the Voice of your Customer (VOC)
- Translate the VOC to Critical to Quality measures (CTQ)
- Use structured tools for Root Cause Analysis (RCA), including both statistical and non-statistical tools
- Apply statistical analysis to complex data sets, to quantify process capabilities, demonstrate relationships between variables, identify root causes and select optimal solutions
- Use structured methods to design and implement process improvements
- Apply effective monitoring tools and statistical analysis to quantify the impact of implemented solutions
- Implement controls to sustain gains
- Navigate statistical analysis software (SigmaXL or Minitab) for rapid analysis of complex data sets
- Apply skills in project management, process management, Lean, statistical analysis, change management, and team dynamics
- Fulfil your role in leading functional or cross-functional projects, overseeing Green Belt projects, and collaborating to deliver large-scale Lean Six Sigma deployment
- Evaluate, close out and handover projects effectively to process owners

2.3 Expectations: Skilled Black Belt

- Increase business profits by decreasing costs and improving throughput and efficiency
- Create a Continuous Improvement Culture
- Solve more complex problems in the organisation at enterprise level
- Develop people to become capable problem solvers
- Deliver step-changes in Customer satisfaction levels

Key Outcomes:

- Identify, scope and motivate for Lean Six Sigma projects
- Apply the DMAIC methodology (Define, Measure Analyse, Improve and Control) to deliver complex improvement projects successfully
- Determine the Voice of your Customer (VOC)
- Translate the VOC to Critical to Quality measures (CTQ)
- Use structured tools for Root Cause Analysis (RCA), including both statistical and non-statistical tools
- Apply statistical analysis to complex data sets, to quantify process capabilities, demonstrate relationships between variables, identify root causes and select optimal solutions
- Use structured methods to design and implement process improvements
- Apply effective monitoring tools and statistical analysis to quantify the impact of implemented solutions
- Implement controls to sustain gains

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- Navigate statistical analysis software (SigmaXL or Minitab) for rapid analysis of complex data sets
- Apply skills in project management, process management, Lean, statistical analysis, change management, and team dynamics
- Fulfil your role in leading functional or cross-functional projects, overseeing Green Belt projects, and collaborating to deliver large-scale Lean Six Sigma deployment
- Evaluate, close out and handover projects effectively to process owners

6. Materials and/or facilities

Eskom the Employer, will provide:

1. Access to facilities as and when required.

Control of documented Information

Control of Changes on the Training material:

1. Where Eskom Training Material is provided (Learner Guide, Power Point Presentations and Assessment Guide), Eskom will do high level on-boarding for the Service Provider's key Facilitators, but the onus is on the Service Provider to do continuous on boarding to the rest of their Facilitators.
2. The Service Provider must version control (Initial Training material creation date, reference number and revision status) their training material and where there has been changes to the training material content, they must present those to the ESKOM Project Manager for approval (review for suitability and adequacy) before using that material for training.

Training Delivery:

1. Eskom will require Suppliers to use other training delivery methodologies different from classroom training as per the EAL Learning strategy where necessary.
2. Service Providers will be required to use other South African official languages other than English where there is a need.

Quality Assurance on training material:

1. Training material supplied by Eskom to the Service Provider will be quality assured by the EAL QA Committee or similar process, if required.
2. The tender enquiry and the contract must have a clause stating how Eskom will evaluate if the service provider is indeed providing in line with the contracted criteria. This may include requiring all facilitators to subject themselves to an evaluation panel and stating that SMEs or other suitably competent evaluators may on a random basis sit in during courses.
3. If the training material is required in the EAL format/template, EAL will avail the templates to the tenderers with the issuing of the tender enquiry. State if a Course Design and Development document, Learner Guide, Facilitator Guide, Assessment Guide, Power point Presentation are required.

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4. Where the amendments were required during the technical evaluation on the Courses and training material, these changes must be submitted to Eskom Project Manager at least 21 days before the first training event is delivered for Eskom to review and approve.

5. EAL (Eskom Academy of Learning) will reserve the right to evaluate and assess the training facilitators and course material content and to come unannounced to the training sessions for spot checks as part of quality assurance and control.

6. EAL will request the service providers to make the required changes to the course content or change the facilitator as may be recommended by the quality assurance assessments.

7. As part of the SDP's quality assurance function, Service Delivery Provider shall present learner feedback analysis report to the Project Manager (EAL) post training indicating low lights, highlights and challenges (issues that were raised during training, but the Facilitator could not respond to adequately to be referred to Eskom SME through the EAL)

8. As part of QA and Performance evaluation, Service Provider will be expected to submit copies of Supplier Learner Feedback forms at the request of the Project Manager to evaluate compliance to the scope of work.

Learner Assessment and Competency Certificates:

1. Learners must be assessed upon completion of training according to the outlined outcomes and be given completion certificates upon successful completion of the training.

2. If there are assignments, these need to be compiled and marked. The service provider must make provision for moderation as well.

3. Certificates must be issued within 30 days after completion of the Training

Training Providers will not be allowed to sub-contract the training delivery and can use free lancing Facilitators with related qualifications and experience to deliver the training.

4. All training material, registration documentation, assessment tools, approved facilitators qualifications to be submitted during the pre-tender phase (electronically – on hard copies and USB flash drive).

CPD points:

All training must carry CPD points where applicable or required.

Travelling & Subsistence Expenses

Costs for delivering training at various sites in relation to travelling, accommodation, flight tickets, and toll gate fees:

1. Travelling & subsistence expenses should be part of the training delivery costs which Eskom will re-imburse post each training delivery and during invoicing with the expectation that the service provider(s) should be able to provide training in any of the various Eskom training delivery sites.

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2.The travelling & subsistence expenses will be on the account of Eskom and should be in line with Eskom travelling policy and should be reflected on the Suppliers invoice.

Materials, Time and/or facilities

- 1.Eskom the Employer will give access to training facilities as and when required.
- 2.Eskom Academy of Learning will provide training venues/site, projector, flip charts, markers, pens, and the minimum number of target audience unless negotiated differently.
- 3.Eskom will provide a safe learning environment for both the learners and Facilitators.
- 4.The safety of learners is the facilitator's responsibility for the duration of the intervention.

The Service Providers will be required to:

- 1.Provide good quality learners training manuals (not presentation slides) and supporting materials.
- 2.Provide copies of the relevant Acts when doing legislation-based training such as Occupational Health and Safety Act and Regulations and copies of the appropriate management system standards, e.g., ISO 45001.
- 3.Have the ability to deliver training via Microsoft TEAMS (where classroom training is not possible) and at various EAL training sites during the normal Eskom business hours.
- 4.Quote per person per course and not per number of trainings sessions.
- 5.Provide a laptop for the Facilitator and Eskom will provide computers to its employees attending training where the training is delivered through MS Teams or e-learing platform.
- 6.Comply to Eskom's quality assurance audits, inspections, and Non-Conformance process where there are complaints and non-compliance issues.
- 7.Comply to all Eskom site specific SHEQ requirements including providing for free lancing Facilitator's injury on duty cover as per COID Act requirements.

2. CLARIFICATION MEETING

RFI Clarification Meeting Details:

Date: 05 February 2026

Time: 10 O'clock

Venue: Ms Teams

Link: <https://teams.microsoft.com/meet/3287306010965?p=P2gBLdlazTSTCqOXcN>

We look forward to receipt of your response.

Yours faithfully

Name	Designation	Signature	Date
Zekhaya Nzima	Manager: Procurement (Acting)		
Telephone number	011 516 7042	e-mail address	NzimaZZ@eskom.co.za

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PART B
RESPONSE SHEET IN TERMS OF A REQUEST FOR INFORMATION
To be completed by the supplier

To	Eskom Holdings SOC Ltd		
Attention	Elias Mathabatha		
Tel no	011 800 5070	e-mail address	Mathabem@eskom.co.za
From (Company Full Name)		Business Address	
Company Physical Address			
Sender			
Description of the works/goods/services	RFI for the Provision of Lean Six Sigma Training for a period of 3 years on “an as when required” basis		

Please find below our response to Eskom's questions:

No.	Please submit the following Information	Tick
1.	Your contact's name and contact details	
2.	Company profile, Capability and Related Experience in Development of Trading and Bidding simulations / board games	
3.	Company Central Supplier Database Number	
4.	Brief description and Presentation for the proposed solution	
5.	Please provide Indicative prices for your proposal (You may attach the pricing schedule to this RFI's)	
6.	Enhance participants knowledge about the complexities of electricity markets, including trading and bidding strategies, market dynamics, and regulatory impacts.	
7.	Accurately reflect real-world conditions and scenarios in the electricity sector, including market rules and pricing mechanisms in different market.	
	How are we going to measure impact? Venue – EAL Midrand campus NB: The service should include ‘Train the Trainer’ option as well as ownership of course content and simulation. Co-facilitation between Eskom and supplier.	

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NB	If your proposal aligns with Eskom's requirements, you may be requested to present /demonstrate the proposed solution It is important to include a clause "As and when required." As well a Learning material to be provided by the consultant. The service should include 'Train the Trainer' option as well as ownership of course content and simulation. Co-facilitation between Eskom and supplier.	
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Yours faithfully

Name	Designation	Signature	Date
Telephone number		e-mail address	

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