

	Technical Evaluation Strategy (TES)	Asset Management/TDP Programme Management Office
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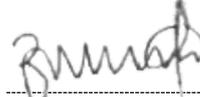


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CONTENTS

1. Introduction.....	3
2. Technical Evaluation Method.....	4
2.1 Mandatory Requirements	4
2.2 Minimum Threshold Requirements.....	4
3. Evaluation Criteria	5
4. Technical Evaluation Team.....	12

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1. Introduction

The National Transmission Company South Africa (NTCSA) was unbundled from Eskom in 2024 as part of South Africa's electricity sector reform. The unbundling was undertaken to establish an independent transmission entity that provides non-discriminatory grid access, enhances market transparency, enables greater integration of renewable energy, and supports the transition to a more open and competitive electricity market, free from the structural conflicts inherent in Eskom's vertically integrated model.

The National Transmission Company of South Africa (NTCSA) is undergoing a major institutional transition driven by legislative reform, market restructuring, and increased performance expectations. To meet the requirements of the Electricity Regulation Amendment Act (ERAA), NTCSA must establish four independent, fit-for-purpose business entities: the Transmitter, the System Operator, the Market Operator, and the Central Purchasing Agency.

The Transmission Development Plan 2025-2034 (TDP 2024) requires investments in the national transmission system over the next 10 years of 14 494 km of transmission lines and transformation capacity of 133 GVA (210 transformers) to be installed. Therefore, this requires NTCSA to comprehensively assess and strengthen the implementation of strategy to deliver the program by examining external market capacity, internal staff capability, and enabling systems. The infrastructure is crucial for South Africa to enable the integration of Renewable Energy across the country.

NTCSA's specific challenges and imperatives include:

- Ensuring its financial sustainability and balance sheet independence post-restructuring.
- Securing ownership and control of transmission assets in the new entity.
- Addressing existing Eskom debt and the upstream guarantee in a manner that avoids covenant default.
- Strengthening its governance independence while still embedded within Eskom's corporate structure.
- Building institutional capacity to fulfil four distinct statutory functions as separate operating entities.
- Meeting the Transmission Development Plan (TDP) investment commitments required to enable renewable energy integration and energy security.

The scale and complexity of the NTCSA business model implementation require advanced expertise in strategy execution, digitalisation, change management and effective communication. To successfully deliver on these requirements, NTCSA requires specialised consulting services that bring structured methodologies, robust tools and systems, digitalisation expertise, integrated change management and independent assurance capabilities.

Based on the above stated requirements, NTCSA intends to establish a multi-supplier panel for a period of three (3) years to provide comprehensive support across the full implementation spectrum, including digitalisation enablement, business model implementation, advisory support, and the change management interventions.

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2. Technical Evaluation Method

NTCSA has undertaken that the tender will not be evaluated on price alone and that the evaluation will broadly follow the procurement process and apply the guideline evaluation criteria set out in the table below.

The following functional evaluation process will be applied:

- Evaluation of submissions against the prescribed functional criteria
- Rating of each submission against each criterion
- Application of weightings and calculation of the total functional score
- Elimination of tenders that do not meet the minimum threshold requirements

2.1 Mandatory Requirements

The bidder must demonstrate a minimum of eight (8) years' relevant experience in at least one of the following sectors: Utilities, State-Owned Enterprises (Parastatals), Mining, or Manufacturing.

The mandatory requirement must be met, failure to comply with mandatory requirement will result in disqualification from further evaluations and it shall be evaluated on a **Yes/No** basis.

2.2 Minimum Threshold Requirements

The following **minimum thresholds** will apply when assessing the tenderer's capability to execute the required work:

Functionality Criteria	Maximum Points (%)	Minimum Threshold (%)
Technical	100%	70%

Functionality Evaluation

A weighted scorecard approach will be used to assess the technical compliance of tenders against the specifications. Tenders must achieve a minimum weighted functionality score of 70% to qualify for further evaluation. The technical criterion carries a weighting of 100% for the functionality assessment.

All evaluation scores will be captured in a single excel workbook. Each evaluator will be assigned review responsibilities aligned to their area of expertise. Individual evaluator scores will be recorded and then moderated to produce a final consensus score. Separate evaluation reports will be prepared and formally signed off.

Note: Bidders must clearly indicate which section(s) of the scope they are tendering for. Bidders may elect to tender for one, multiple, or all sections of the scope.

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3. Evaluation Criteria

The following scoring methodology will be applied in assessing tenders against the technical evaluation criteria.

No.	Category	Evaluation Criteria	Score Allocation	Evidence	Weighting (%)
1	Adequate understanding of the NTCSA context and scope of work and providing clear methodology	<p>a) Business Model Implementation Demonstrating experience and track record in providing consulting services for the implementation of business model, for large organisation i.e Utilities, Parastatals, Mining, Manufacturing, etc, as outlined on the scope of work.</p> <p>b) Digitalisation Demonstrating experience and track record in providing consulting services for the digitalisation, for large organisation i.e Utilities, Parastatals, Mining, Manufacturing, etc, as outlined on the scope of work.</p> <p>c) Change Management Demonstrating experience and track record in providing consulting services for the change management, for large organisation i.e Utilities, Parastatals, Mining, Manufacturing, etc, as outlined on the scope of work.</p>	<p>a) Experience with large organisations No = 0 Yes = 5</p> <p>b) Number of projects No projects = 0 1-5 projects = 10 > 5 projects = 15</p> <p>c) Client number of employees <5000 = 0 >5000 = 5</p>	<p>a) Company profile, client list, reference letters or evidence from clients in the energy sector confirming the type of services rendered</p> <p>b) List of projects completed with detailed reports (project name, short description of the scope of work and methodology followed)</p> <p>c) Portfolio of evidence for the size of the company</p>	25

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		<p>d) Advisory Support Demonstrating experience and track record in providing consulting services for the advisory support, for large organisation i.e Utilities, Parastatals, Mining, Manufacturing, etc, as outlined on the scope of work.</p>			
<p>Note: Each section carries a weighting of 25%. Bidders must clearly indicate which section(s) of the scope they are tendering for. Bidders may elect to tender for one, multiple, or all sections of the scope.</p>					
		<p>a) Business Model Implementation Experience and tangible history in delivering business model implementation and thought partnership work including global exposure and experience</p> <p>b) Digitalisation Experience and tangible history in delivering digitalisation and thought partnership work including global exposure and experience</p> <p>c) Change Management Experience and tangible history in delivering change management and thought partnership work including global exposure and experience</p> <p>d) Advisory Support Experience and tangible history in delivering advisor support and</p>	<p>a) Global exposure and experience No = 0 Yes = 5</p> <p>b) Number of projects No projects = 0 1-5 projects = 10 > 5 projects = 20</p>	<p>a) Reference letters or evidence from clients - global organisations confirming the impact of partnership work.</p> <p>b) List of projects completed with company name, short description of the scope of work</p>	<p>20</p>

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		thought partnership work including global exposure and experience			
<p>Note: Each section carries a weighting of 20%. Bidders must clearly indicate which section(s) of the scope they are tendering for. Bidders may elect to tender for one, multiple, or all sections of the scope.</p>					
2	a) Business Model Implementation				
Experience of resources and case evidence (indicating experience) that will be assigned to the Project (CVs and Qualifications)	Company demonstrated experience in skills development and implementation support provided including capability building	a) Number of projects No projects = 0 1-5 projects = 5 > 5 projects = 10	a) List of projects with project name, scope and methodology.	10	
	Company demonstrated qualifications in skills development and implementation support provided including capability building	A minimum B. Degree or equivalent qualification No qualifications = 0 Bachelor Degree or equivalent = 2.5 Honours or Masters Degree = 5	a) Relevant qualifications (as per CV) related to scope of work	5	
	Cumulative Average years of relevant experience (CV of team members):	A minimum of 10 years is required to get maximum number of points < 5 years = 0 5 - 9 years = 2.5 > =10 years = 5	a) Relevant experience related to scope of work Average years of the proposed resources will be used to score this criterion.	5	

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	Company years of relevant experience greater than 10 years in the energy industry	<p>a) Experience working within the energy industry No = 0 Yes = 10</p> <p>b) Number of projects No projects = 0 1-5 projects = 5 > 5 projects = 10</p>	<p>a) Reference letters from clients in the energy sector confirming the type of services and the size of organisation/client.</p> <p>b) List of projects completed with short description of the scope of work and methodology followed</p>	20
	b) Digitalisation			
	Company demonstrated experience in skills development and implementation support provided including capability building	<p>b) Number of projects No projects = 0 1-5 projects = 5 > 5 projects = 10</p>	a) List of projects with project name, scope and methodology.	10
	Company demonstrated qualifications in skills development and implementation support provided including capability building	<p>A minimum B. Degree or equivalent qualification No qualifications = 0 Bachelor Degree or equivalent = 2.5 Honours or Masters Degree = 5</p>	a) Relevant qualifications (as per CV) related to scope of work	5
	Cumulative Average years of relevant experience (CV of team members):	<p>A minimum of 10 years is required to get maximum number of points < 5 years = 0 5 - 9 years = 2.5 > =10 years = 5</p>	<p>a) Relevant experience related to scope of work</p> <p>Average years of the proposed resources will be used to score this criterion.</p>	5

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	Company years of relevant experience greater than 10 years in the energy industry	<p>a) Experience working within the energy industry No = 0 Yes = 10</p> <p>b) Number of projects No projects = 0 1-5 projects = 5 > 5 projects = 10</p>	<p>a) Reference letters from clients in the energy sector confirming the type of services and the size of organisation/client.</p> <p>b) List of projects completed with short description of the scope of work and methodology followed</p>	20
c) Change Management				
	Company demonstrated experience in skills development and implementation support provided including capability building	<p>c) Number of projects No projects = 0 1-5 projects = 5 > 5 projects = 10</p>	a) List of projects with project name, scope and methodology.	10
	Company demonstrated qualifications in skills development and implementation support provided including capability building	<p>A minimum B. Degree or equivalent qualification No qualifications = 0 Bachelor Degree or equivalent = 2.5 Honours or Masters Degree = 5</p>	a) Relevant qualifications (as per CV) related to scope of work	5
	Cumulative Average years of relevant experience (CV of team members):	<p>A minimum of 10 years is required to get maximum number of points < 5 years = 0 5 - 9 years = 2.5 > =10 years = 5</p>	<p>a) Relevant experience related to scope of work</p> <p>Average years of the proposed resources will be used to score this criterion.</p>	5

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	Company years of relevant experience greater than 10 years in the energy industry	<p>a) Experience working within the energy industry No = 0 Yes = 10</p> <p>b) Number of projects No projects = 0 1-5 projects = 5 > 5 projects = 10</p>	<p>a) Reference letters from clients in the energy sector confirming the type of services and the size of organisation/client.</p> <p>b) List of projects completed with short description of the scope of work and methodology followed</p>	20
d) Advisory Support				
	Company demonstrated experience in skills development and implementation support provided including capability building	<p>d) Number of projects No projects = 0 1-5 projects = 5 > 5 projects = 10</p>	a) List of projects with project name, scope and methodology.	10
	Company demonstrated qualifications in skills development and implementation support provided including capability building	<p>A minimum B. Degree or equivalent qualification No qualifications = 0 Bachelor Degree or equivalent = 2.5 Honours or Masters Degree = 5</p>	a) Relevant qualifications (as per CV) related to scope of work	5
	Cumulative Average years of relevant experience (CV of team members):	<p>A minimum of 10 years is required to get maximum number of points < 5 years = 0 5 - 9 years = 2.5 > =10 years = 5</p>	<p>a) Relevant experience related to scope of work</p> <p>Average years of the proposed resources will be used to score this criterion.</p>	5

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		Company years of relevant experience greater than 10 years in the energy industry	<p>a) Experience working within the energy industry No = 0 Yes = 10</p> <p>b) Number of projects No projects = 0 1-5 projects = 5 > 5 projects = 10</p>	<p>a) Reference letters from clients in the energy sector confirming the type of services and the size of organisation/client.</p> <p>b) List of projects completed with short description of the scope of work and methodology followed</p>	20
<p>Note: Each section carries a weighting of 40%. Bidders must clearly indicate which section(s) of the scope they are tendering for. Bidders may elect to tender for one, multiple, or all sections of the scope.</p>					
3	Clearly defined methodology & approach	<p>a) Business Model Implementation Clear approach for implementing business models, demonstrating organisational design alignment, process redesign, governance structures, capability development, and transition/mobilisation planning.</p> <p>b) Digitalisation Clear digitalisation approach demonstrating system/data readiness, digital tool enablement, automation, integration, and mobilisation plan.</p> <p>c) Change Management Clear change management approach demonstrating stakeholder engagement, organisational impact assessment, behaviour change interventions, communication</p>	<p>No structured approach=0</p> <p>Partial, basic frameworks with limited integration=7.5</p> <p>Comprehensive, data-driven models with clear methods, verification, integration and delivery frameworks, and mobilisation plan=7.5</p>	<p>Methodology, assessment tools, organisational design artefacts, process maps, governance frameworks, capability building and transition materials.</p> <p>Methodology, assessment tools, digital system specifications, integration/automation frameworks, training materials.</p> <p>Methodology, assessment tools, change impact analyses, communication plans, behavioural change frameworks, training and transition materials.</p>	15

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	planning, and transition/mobilisation support.			
	d) Advisory Support Clear advisory support approach demonstrating stakeholder engagement, organisational impact assessment, behaviour change interventions, communication planning, and transition/mobilisation support.			
Note: Each section carries a weighting of 15%. Bidders must clearly indicate which section(s) of the scope they are tendering for. Bidders may elect to tender for one, multiple, or all sections of the scope.				
Total				100

4. Technical Evaluation Team

The table below outlines the members of the Technical Evaluation Team to conduct the technical assessment of tenders:

Name	Functional Area	Contact Number
Heavyman Kobani	Middle Manager	014 762 6965
Dineo Dlulane	Chief Advisor Project Risk	053 830 5475
Nosi Gastile	Manager Standard Projects	011 800 8111
Chuene Mavimbela	Middle Manager	011 800 2951

Confidentiality and Controlled Disclosure

All information received during the tender process and all information handled by evaluators must be treated as controlled disclosure and used only for the purposes of this evaluation. Tender documents and evaluation records must be stored securely and accessed only by authorised personnel.

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