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		RFI Number	MWP2779CX		

PART A REQUEST FOR INFORMATION (RFI) MWP2779CX			
Description of the works/goods/services	Request for information for the implementation of Contract Price Adjustment (CPA) solution.		
Deadline for submission	27 November 2024	At (South African Standard Time)	10:00
Tender Office address	Eskom Megawatt Park Tender Office Northside No 1 Maxwell Drive Sunninghill		

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

- **Request for information (RFI)** to submit information for the works/goods/services as stated in the above 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 **implementation of a Contract Price Adjustment (CPA) solution**. Eskom requires indicative prices for this RFI.

Eskom has delegated the responsibility for this **RFI** to the signatory of this document, whose details can be found below. The contact details of the responsible Buyer are also indicated on page13.

We look forward to receipt of your response.


Yours faithfully


 Nnosi Motlana
 Procurement Manager

Date: 28 October 2024

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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	Date	
Attention			
Tel no		Fax no and /or e-mail address	
From		Address	
Address			
Sender			
Description of the works/goods/services			


Please find below our response to Eskom's questions:

No.	Question	Please indicate your response in this column
1.	Your contact name and contact details	
2.	Company registration number	
3.	Brief description of previous experience and Description of the solution that you can offer	
4.	Indicative prices (optional and only for use of RFIs)	

Name	Designation	Signature	Date
Telephone number		Fax and/or e-mail address	

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PART C

1. Background

The need for the Contract Price Adjustment (CPA) solution has been identified as one of the initiatives that will assist Eskom and its subsidiaries in achieving cost savings, transparency, accuracy, and process efficiency across the CPA value chain.

The CPA solution will be used by Eskom Holdings and its subsidiaries. Where references in this document have been made to Eskom, these references refer to Eskom Holdings and its subsidiaries unless otherwise stated. Eskom Holdings and its subsidiaries comprises of various divisions i.e., Generation (GX), Distribution (DX), Corporate (CX), National Transmission Company of South Africa (NTCSA), as well as Eskom Rotek Industries (ERI).

Eskom uses SAP S4/HANA for the creation of contracts, purchase orders, goods receipts / services entries, and the payment of invoices. There is no automated CPA solution, hence the absence of integration between SAP system and CPA data.

A contract can have multiple price adjustments applicable at contract or contract item level. CPA can be applied at multiple frequencies e.g., every month, quarter, half yearly or annually etc., and be based on multiple indices.

The CPA parameters are agreed to between the supplier and Eskom and stated in the contract conclusion. Contracts longer than 12 months to be escalated with CPA.


The uncertainties about the CPA payments on contract lead to cost leakages, audit findings, etc.

Previous research was done with the market and with changes, there is a need to re-test the market.

The request is not for resources but rather a quality solution that will be sustainable within Eskom. The expectation is that the solution can be implemented and stabilised within a 12 to 18 months period.

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2. Business Motivation and Benefits

Eskom Holdings and its subsidiaries requires a solution for the automatic calculation of price adjustment and electronic storing of formulae.

Currently across Eskom the price adjustment calculations are performed manually (mostly on excel spreadsheets) and is managed by various end users (e.g., contract managers, quantity surveyors, and cost engineers). Due to the use of spreadsheets and manual interventions, the integrity of data through-out the CPA value chain is prone to human error and is thus compromised. The exposure to high levels of human error along the value chain, which compromises CPA data integrity, can lead to poor financial and contractual decision making over / under payment of invoices and poor contract management application. Furthermore, some operations within Contract Administration functions are carried out by external consultants due to limited skills available within the business.

Some of the current challenges experienced by the organisation include:

- The calculation methodology of indices and formulae to calculate CPA are not standardised across the organisation.
- Various spreadsheets and other mediums are used to capture CPA calculations. In addition, each department uses their own preferred format of CPA calculation sheets.
- Management of CPA and execution within the enterprise is not effective and standardised.
- Forecasting and advisory component (risk elements related to CPA) is non-existent.
- Invoices are parked due to lack of CPA calculation sheets from Eskom end users, resulting in late supplier payments and incurrence of penalties, interests, and impeded service delivery.
- Due to the skills shortage, resources and indices intelligence, Eskom does not sufficiently challenge CPA formulae proposed by the suppliers.
- Rebasing of indices by relevant publishing authorities (e.g., Stats SA, SEIFSA, etc.) implies that Eskom must perform further calculations to align indices in existing contracts to the rebased indices. This is complicated to manage in a current manual system.
- Shortage of resources in some areas within Eskom.

The expected benefits for the organisation include but are not limited to the following:

- Efficiency in terms of correct CPA payments, which will result in cost avoidance in some instances.
- Enhances verification process (accurate application of indices movements and fluctuations) of CPA over the entire CPA value chain leading to accurate CPA calculations.
- No overpayment to supplier due to incorrect application of CPA formula.
- Supplier paid on time for CPA invoices.
- Accurate capturing of relevant indices / index value on new contracts.
- Improved decision making and negotiation power / strategies.

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- Improved image with Eskom suppliers (internal, external, and state-owned).
- Improved budgeting and forecasting of indices based on historical data and trend analysis.
- Improved budgeting and forecasting of indices enabling better cashflow management and strategic decision making.
- Central access and management to a variety of local and international indices.
- Improved quality of data.
- Tangible cost savings measures as changes in contracts will be related to accurate market indicators.
- Allow current resources to focus on other strategic initiatives and a tool will do the manual day to day analysis.
- Improved accountability and traceability on changes made to contracts.

3. Scope of Work


3.1 Provide detailed description and volumes of the products/services requested.

The solution must have the basic functionality:

- Provide for multiple CPA formulae (foreign and local) per contract / model (minimum 100).
- CPA formulae must cater for multiple indices inclusive of base currency per price item formula (minimum 6)
- Cater for a variation of fixed and / or variable portions.
- Cater for varying frequencies (e.g., daily, weekly, monthly, quarterly, annually, etc.).
- Provide period averages of an index (e.g., daily, weekly, monthly, etc.).
- Cater for base dates and the option of various base dates.
- Provide alerts / notifications / changes at require frequencies.
- Provide scenario planning / evaluation capability i.e.,
 - Net present value calculation capability
 - Estimated cost to completion (future value)
 - Conduct sensitivity analysis (e.g., currency fluctuations)
 - Trend analysis capability (tracking of cost bucket and contracts)
- Be able to include an approval process in the solution for price updates i.e., modifications, variation orders, compensation events, etc.
- Provide interface functionality with MS Office / PDF (e.g., MS Excel) Export and import capabilities e.g., be able to upload or download a specific contract or capital commitments for the project.
- Cater for manual input of index value to the tool.
- Cater for manual input for Eskom specific value, e.g., custom developed indices.
- Cater indices used in the industry, inclusive of both foreign and local indices to be obtained from Public Indices Publisher.

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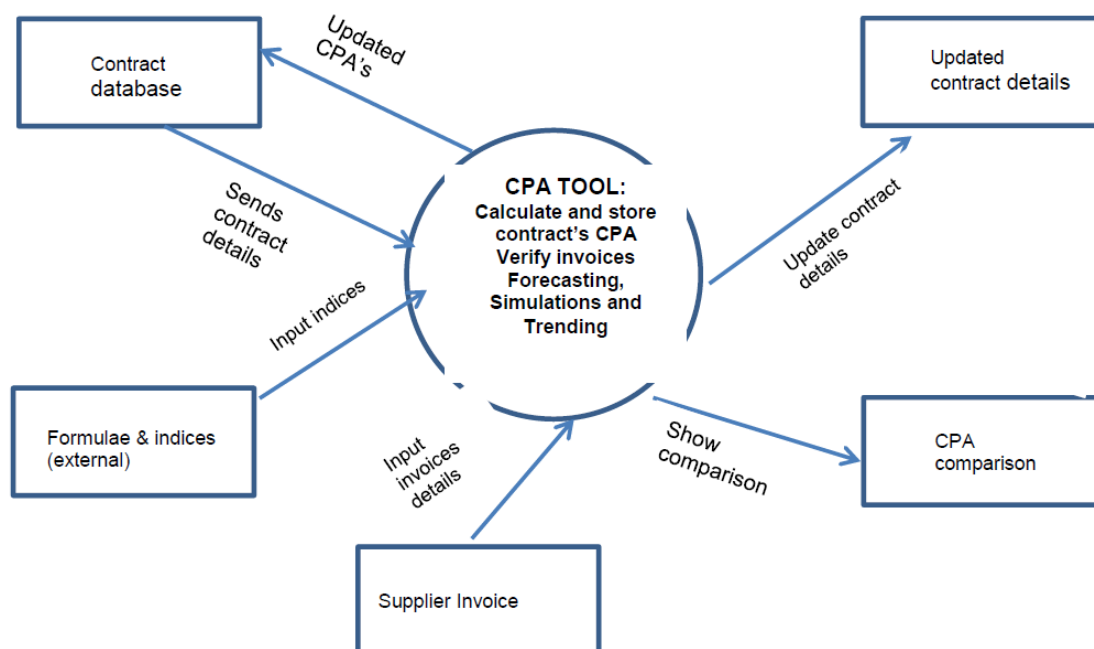
- Accommodate additional indices from various sources (excel, web, 3rd party system) globally.
- Provide historical index information inclusive of discontinued and rebased indices for at least 30 years, where applicable.
- Provide forecasted index information for a minimum of 10 years (either through statistical modelling or Indices Publishers).
- Indices must be updated, as published by source basis in real time.
- Handle rebasing of indices and keep the rebased indices of existing contracts on the initial base date.
- Cater for the stoppage of CPA in a scenario where the contractor's initial completion date has passed, and work has not been completed yet. Typically, where an extension of time has not been granted.
- Recommend and provide for replacement Indices if the current indices are discontinued.
- Cater for foreign values in a foreign base currency and handle various rates of exchange (Rate of Exchange (RoE) input to 4 decimals)
- Provide index comparisons to indicate which indices are applicable to a particular transaction.
- Highlight the most expensive indices in a project (top ten indices)
- Perform formulae comparisons of the baskets on the indices.
- Enable minimum input field for supplier tender data, i.e., supplier name, cost drivers, base dates, latest index date, weightings, Indices description and Indices values.
- Accommodate multiple suppliers, with each having multiple formulae. Accommodate additional input fields for comparisons.
- Display various results of models for comparative purposes.
- Cater for updates to load contract escalation tables (due to re-negotiations/contractual disputes/ updates)
- Handle multiple invoices on a contract per month.
- Store and access the stored CPA documents.
- Tax requirements to be adhered to
- Provide reporting and dashboard capabilities, e.g., trends of a contract/index for last 10 years escalation and projection.
- Import or store financial data from other systems/websites i.e., SEIFSA, Stats SA, etc. and display it in the CPA tool in the form of applicable reports and dashboards.
- Provide system maintenance and support.

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Data Flow Diagram / Context Diagram:



The RFI is for the request of a solution, indicative pricing, high level milestones, timelines, etc. Proposed project timeliness inclusive of the stabilisation period, to be provided.


The solution design and implementation must accommodate the Eskom Group business operating model regarding Divisionalisation and Legal Separation. This is a project scope item; service providers may be required to design and implement the solution in such a way that the divisions and subsidiaries are separated as per the Organisation's structure (Corporate, Group Capital, Eskom Rotek Industries, National Transmission Company South Africa, Generation, Distribution) and that there is a seamless process with no or minimum impact to the Eskom Operations and users when new subsidiaries and/or legal entities are created.

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 a Contract Price Adjustment solution.

The RFI does not constitute a competitive enquiry, and therefore cannot be used directly as a basis for placing a contract or an order.

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3.2 Licence Management for Maintenance and Support

The RFI to include costs relating to licensing models available including maintenance and support costs, where applicable.

For the licensing model, state whether the offering is on a subscription, perpetual, named user, enterprise license or other.

3.3 Training and Transfer of Skills

The RFI to include indicative costs relating to the training methodology recommended, including the proposed duration required for training. Transfer of skills and knowledge to the Support team and identified Super-Users to be included as well. The estimated number of Users to be trained is 50, including IT and business users.

3.4 Safety

For the RFI, third-party resources will not be required to visit an Eskom site. During the RFP stage, consultation with the Occupational Health and Safety Practitioner will be applicable, and the mandatory requirement for Safety, Health, Environmental, and Quality (SHEQ) requirements.

3.5 RFI Questions


- Can the proposed solution integrate with SAP S4 HANA?
- Will the proposed solution be subscription, Off-the-Shelf or custom- built solution?
- Can you provide an end-to end implementation service for the solution?

4. Risk Analysis

Risk Description	Risk Mitigation	Rating (H/M/L)
A no response from the market for a suitable solution/tool	Issue an Open Tender to the market	Medium

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5. System Lifecycle Considerations

5.1. System Lifecycle Details

Life Cycle Classification					
End User Technology & Tools	Enterprise Applications	Digital & Analytics	Line of Business Applications	End User Technology & Tools	End User Technology & Tools
Business Productivity Tools	Shared Services Applications	Reporting and Development Tools	Energy, Utility & Customer Services	System Software, Hardware & Technology Tools	System Software, Hardware & Technology Tools
<ul style="list-style-type: none"> Desktop Toolsets Telephony Video Conferencing Desktop OS Exchange (email) Major changes maintenance impact as it affect majority of the organisation, including training 	<ul style="list-style-type: none"> Customer Relationship management (CRM) Enterprise Resource Management (ERM) Human capital Management (HCM) Supply Chain Management (SCM) 	<ul style="list-style-type: none"> Analytics Center of Excellence provides the necessary platforms Digital Products Analytics DevOps Platform 	<ul style="list-style-type: none"> Generation (Primary Energy Division, Coal, Nuclear, IPP, Hydro, OCGT) Transmission (system Ops, Grid and Planning) Distribution (Customer Service) 	<ul style="list-style-type: none"> Database Security Networks Monitoring Tools Development Tools Operating Systems Integration Platforms 	<ul style="list-style-type: none"> Database Security Networks Monitoring Tools Development Tools Operating Systems Integration Platforms
i.e. Systems of Differentiation and Innovation	i.e. Systems of Differentiation and Innovation	i.e. Systems of Differentiation and Innovation	i.e. Systems of Record	Many tied to Systems of Record	Tied to life of plant
Life Cycle					
5 – 7 years	10 -15 years	5 – 7 years	10 -15 years	5 – 10 years	Tied to life of plant
Implementation Period					
1.5 - 3 years (to complete all sites)	Min 2.5 - 4 years	Min 1.5 - 2 years	2 – 3 years	4 years	Tied to life of plant
High impact	High impact	Low impact	Medium impact	High impact	High impact

5.2. Development period for new system / solution

The initiative is currently in a pre-planning phase and requires the input of the request for information response to confirm aspects relating to available solutions / tools, the actual development period, implementation approach, training methodology, support requirements, etc., however, an estimated period of 12 months including stabilisation period is projected for implementation.


Respondents are requested to provide indicative budgetary costs for the duration of the project including any licensing purchasing options and support and maintenance costs for the period. Costing structure must be on a deliverable level of all items.

5.3. Support and Maintenance Period

Provision should be made for the inclusion of support and maintenance for at least a 5-year period.

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6. Level Agreement requirements

- The business requires 24*7 monitoring of the environment(s), MTTR (mean to time repair) of 4 hours, etc.
- No data loss should be experienced; provision should be made for a disaster recovery (DR) environment and back-up services.

7. Indicative Cost

- Supplier to provide indicative pricing.

8. Submission Guidelines

- To ensure the receipt of communication about this request for information process, kindly complete Appendix A – Acknowledgement Form and return it by email as indicated on the form within 3 days of receiving this Invitation.

9. Method of Delivery

The RFI submissions must be sealed and delivered at the Tender Office Box located at the following address:

Eskom Holdings SOC Limited,
Megawatt Park, North side
1 Maxwell Drive, Sunninghill
Johannesburg, 2000

All submission responses must be clearly marked as follows:

- Offer Confidential Enquiry Reference no: MWP2779CX.
- Closing date: 27 November 2024
- Closing time: 10h00 AM South African Standard Time.

NB: PLEASE NOTE: THE TENDER BOX WILL ONLY BE AVAILABLE FROM 6:00 TO 18:00 (MONDAY TO FRIDAY)

10. Handling of Correspondence and Documents

The submission may not be addressed to any Eskom Holdings employee, nor may any Eskom employee deposit a tender in the tender box on behalf of a respondent, except one lodged by courier.

Eskom Holdings does not take responsibility for tenders delivered to any other site than the Tender Office as specified in the above. Any tender which is not delivered as above will be deemed a late tender.

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You are urged to ensure that all issues in your submission are sufficiently clear, and all documentation completed and incorporated in your submission at the time of submission. Non-adherence to this will prejudice and may disqualify your offer from further consideration. Your RFI submission should have a thorough index and reference all documentation submitted. RFI documentation should be neatly filed / bound.

Format of Submission

EACH RFI SHALL BE SUPPLIED IN PRINTED AND IN ELECTRONIC FORMAT. ALL PRINTED AND ELECTRONIC COPIES OF EACH SUBMISSION SHALL BE IDENTICAL TO THE ORIGINAL SUBMISSION IDENTIFIED AS FOLLOWS:

- 1 X ORIGINAL RFI
- 1 X COPY RFI AND
- 1 X COPY RFI – ELECTRONIC COPY (USB)

Queries and Questions

No questions, during the RFI period will be answered telephonically. Questions must be submitted in writing via e-mail to:

Attention: Tlou Mashalane

E-mail Mashalst@eskom.co.za

Clarification Meeting

A non-compulsory clarification meeting with representatives of the *Employer* will take place as follows:

Date: **05 November 2024**

Time: **11h00 – 12h00**

A non-compulsory clarification meeting will be held via MS Teams communication medium.

To request attendance, the tenderer must send their email address to Mashalst@eskom.co.za on or before 04th of November 2024 at 16:00. The email address provided will be used to invite tenderers to the MS Teams clarification meeting.

Tenderers must confirm their intentions to attend with the Eskom Representative, stating the name, position and contact details of each proposed attendee.


Request for Information as Follows:

Request for information is required to information for the implementation of Contract Price Adjustment (CPA) solution.

Clarification of questions and queries is **3 working days** before the deadline of the tender submission.

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Requirements of your Submission

This submission will not be considered unless it is:


- Received on or before the time and date as indicated.
- Sealed and signed by person(s) duly authorised to act on behalf of your company.
- Received in full.
- Eskom reserves the right to cancel this RFI process at any time prior to entering into any contract that may result from this process and will not accept or incur any liability for such cancellation.
- Eskom is not bound to accept any of the submissions, nor give reasons for any decisions in this respect.
- The Information provided below may be used when going out on enquiry for a request for proposal or a quotation.

11. Important Notes

- Please note that this enquiry is not a Request for Quotation/Proposal but a Request for Information only and therefore non-committal and does not constitute a guarantee of business, or an agreement to negotiate a binding agreement.
- Due to the specific need that this RFI process has to fulfil, Eskom wishes to clarify that this invitation is not intended to impede, amend or replace any current or future procurement process that Eskom has engaged in or will engage in.
- This RFI is a stand-alone information-gathering and market-testing exercise, intended only to inform and assist Eskom's further decisions. No respondent, through submission of information will gain any right to participate in any future process and participates herein on the basis that it is providing information voluntarily to strengthen a potentially beneficial process for all stakeholders. In addition, no participant shall be prevented or excluded from participation in the bidding process due to submission of information in response to this RFI.
- Any information provided pursuant to this RFI process and any subsequent processes and/or engagement is not confidential, but Eskom will use the information only in the course of its process for a strategy for Customer Information and Billing Replacement.
Through making a submission, a respondent accepts the terms and conditions which govern this process.
- All participants responding to this RFI process need to ensure that they have received all information and remain solely responsible for satisfying themselves as to the information required in responding hereto and are fully responsible for all costs incurred in relation hereto and under no circumstances will any resultant cost be borne by Eskom.
- Eskom reserves the right not to proceed with any further engagements on the requirements presented.
- Please complete the attached Acknowledgement Form and return it by email as indicated on the form within 3 days of receiving this Invitation.

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APPENDIX A: RETURNABLE ACKNOWLEDGEMENT FORM

TO:	ESKOM HOLDINGS SOC LIMITED's <i>Representative</i>	FROM:	
Attention:	Tlou Mashalane	Sender:	
Contact No:	011 800 4854	Contact No:	
e-mail:	Mashalst@eskom.co.za	E-mail address:	

RFI reference number: Confirmations of respondents to participate in a Request for Information

We are in receipt of Eskom Holdings SOC Limited request for information dated.....

We confirm the following (please mark the appropriate response):

No	Statement	Yes	No	Comments
1.	We are interested in submitting a response in terms of Eskom's RFI process requirements			
2.	We have noted the deadline for the RFI submission			
3.	We intend to submit the information in the name of the organisation stated above			
4.	We would like to receive all further information and correspondence at our e-mail address as above			
5.	We have read and understood all the "important notes" under point 9 above.			

Yours faithfully

For the respondent

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