



## Scope of Work

Generation: JET Office

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## **1. INTRODUCTION**

Five of Eskom's coal fired power stations are earmarked for shutdown in 2030 (Grootvlei, Hendrina, Camden, Arnot, Kriel), while others are nearing the end of their operational lives (Matla, Duvha, and Tutuka), with final shutdown dates yet to be confirmed. Eskom is developing options to repower and repurpose these sites, but the long-term sustainable jobs created from these initiatives fall far short of that required to sustain current Eskom employment numbers at the respective stations. Without mitigation actions and economic diversification to provide a second life to power station communities, there would be a devastating socio-economic impact on communities around the power stations with a significant impact on an already expanding unemployment rate in Mpumalanga. Food security would also be further compromised. It is therefore vital that there is a coordinated, targeted and funded effort over the next several years to mitigate the impact of the shutdown of these power stations.

The global community is intensifying efforts to address climate change, but in South Africa, this challenge intersects with pressing social and economic issues like high unemployment, poverty, and inequality. The shift to a low-carbon and climate-resilient economy risks worsening these conditions. Justice must be at the heart of the transition. A critical starting point for any transition pathway must include inclusive and participatory engagement. The Framework for a Just Transition in South Africa acknowledges through the principle of procedural justice.

### **Just Transition Framework**

In 2022, the Presidential Climate Commission (PCC) published the Just Transition Framework for South Africa. The framework sets out the policy measures and undertakings by different social partners to minimize the social and economic impacts of the climate transition, and to improve the livelihoods of those that are vulnerable to climate change. The framework is built on four key principles: procedural justice, distributive justice, and restorative justice, emphasizing inclusivity, fairness and respect for diverse needs during the energy transition.

Socio-economic impact assessment studies were conducted to quantify and qualify the impacts of shutting down and repurposing the power stations on employees (workers), contractors and the local communities throughout the transition process. Mitigation measures have been assessed and options for each power station compiled. It is envisaged that the implementing agency will manage the mitigation measures over five years.

## **Lessons Learnt from Komati**

Eskom decommissioned the Komati power station in 2022. The station offers a unique opportunity to pilot the repowering and repurposing of a power station on Eskom land using existing infrastructure. Significant lessons have been learnt from the transition in Komati that can be leveraged to support a just transition. Further work is currently underway to address these concerns with the Komati communities to enhance further such engagements. Based on these lessons learned, efforts have focused on possible employment and skilling opportunities that must be developed early on at other stations (earmarked for decommissioning) to ensure that the community remains sustainable and that the discontent and resistance to the closure is managed. In conjunction with these developmental opportunities, re-skilling will be critical.

The PCC have reviewed the Komati Eskom Just Energy project and identified four important areas for interventions including:

- Diversifying local economies and creating job opportunities
- Improving existing infrastructure and basic services
- Encourage community development and agency

Facilitate inclusive and participatory engagements

The PCC has developed a community inclusive Co-creation and Co-Implementation model that will be applied to this project.

## **Key Stakeholders**

The PCC Commission is a multi-sectoral body responsible for the implementation of JET Initiatives. The Commission has a representative desk sitting in the Premier's office of Mpumalanga Provincial Government. Effective communications are needed to ensure that Eskom projects and Provincial efforts align without duplication and so that resources and outcomes are sustainably deployed.

Gert Sibande and Nkangala District Municipalities and Steve Tshwete, EMalahleni and Msukaligwa Local Municipalities play a central and effective role in the coordination and mobilization of stakeholders and interested parties for community engagement. Various structures already in play require support to align messaging and ensure that efforts support one another systemically.

Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA) rests with the mandate to coordinate and facilitate Climate Change and Just transition interventions and initiatives, including creating climate and Just Transition awareness and capacity building in the province.

Mpumalanga Green Cluster Agency (MGCA) facilitates resource mobilization and creates an ecosystem of competitiveness that is supportive of the green economy by growing new job and opportunities in Mpumalanga Provincial Government for JET. The structure is currently under resourced and often limited in effectively actioning on projects it can drive.

Eskom is a key economic driver in the electricity sector in these areas and a lead partner for JET. It plays a pivotal role in the implementation of South Africa's JET policy. Critique regarding its timely and detailed communications has been noted. Such interventions would inform and strengthen efforts to address existing challenges.

Local communities' Vulnerable groups identified are:

- Women – women tend to less involved in public affairs and have less access to financial resources and the legal system than men
- Illiterate people – Those with low literacy have difficulty accessing information and participation mechanisms.
- Unemployed Youth
- People with disabilities, or the elderly, child headed households
- Poor Households who have very few resources

## **1.1 Scope**

This scope of work is to be implemented at Camden, Grootvlei, Hendrina Power stations and their surrounding communities. It entails implementing the socio-economic mitigation and enhancement initiatives resulting from the transitioning of these power stations from a coal plant to a repurposed facility. The project has to facilitate an inclusive and participatory process to advance procedural justice as inscribed in the Framework for a Just Transition in South Africa. Subsequently, the project will collaboratively develop low carbon, climate resilient and inclusive interventions with local communities and stakeholders that are tailored to local needs and conditions. The work aims to increase the understanding among communities and social partners in the local area about climate change and the just energy transition. This includes working with local stakeholders and community representatives to co-design and test just energy transition interventions, develop action and investments for the intervention and plan.

To achieve this, an Implementation Agency is required to manage the practical implementation of these activities.

**The primary objectives which must be achieved through the implementation agency are:**

- Mitigate negative socio-economic impacts from the closure of power stations.
- Create employment and entrepreneurship opportunities for affected workers and local communities.
- Create skills development, reskilling, and upskilling for deployment of Eskom employees, Eskom Rotek Industries (ERI) employees and local communities to the repurposed renewable plants.
- Enhance local economic development through enterprise development and community programs.
- Ensure effective stakeholder engagement and local communities' participation during and after the transitioning process.
- Support to suppliers and contract workers through assessment of potential contracts, supply requirements, workforce needs for the decommissioning and repurposing components followed by training and assistance for supplier development and entrepreneurial activities.
- Create awareness on Climate Change and JET to empower communities. Awareness ensures that community members understand the issues and the need for change, enabling them to participate meaningfully in the innovation process. Also establish platform and mechanisms for the communities to be involved in the co creation of livelihoods and economic diversification projects, give them visibility and voice and ensure inclusive and just transition.
- Community Engagement and Interventions Co-Creation (CEICC): Innovation Development and Testing, Business Incubation and Piloting is essential for communities and must be applied to stimulate skills development, decent job creation and economic diversification as they transition away from coal dependence.

**The focus areas of these objectives are:**

- Job Creation: Interventions for job creation, considering the substantial need for employment opportunities in the affected communities. This includes both sustainable and temporary employment, as well as the employment of locals in Eskom's repurposing and repowering projects
- Local manufacture and Industrialisation: Promotion of local manufacturing and industrialisation to create business opportunities and jobs. This will be in line with the localisation framework developed by Eskom and the Department of Trade Industry and competition (DTIC).
- Enterprise development and social enterprises: Strengthening the livelihoods of affected communities by providing targeted support to new and expanding SMMEs (Small, Medium, and Micro Enterprises), fostering job creation, enhancing local economic growth, and improving access to essential services and resources. This support includes capacity building, access to finance, market linkages, and mentorship, enabling these enterprises to thrive and contribute to sustainable community development.
- Community livelihood: Focus is on community livelihood strategies for example food security and local initiatives that generate household income.

- Skilling and reskilling: skills development, reskilling is an important lever for the energy transition. This covers skilling, reskilling and upskilling of community members to support the new markets and technologies and equipping unemployed individuals to improve their chances of being employed as skilled labourers.
- Empowerment Programme for youth, women and the disabled: targeted programmes to address vulnerable groups, youth women and the disabled
- Local Economic Development: support the just transition of local economy and communities through economic diversification
- Eskom corporate social responsibility (CSR) projects: projects to be implemented to address needs in the community that will support the JET, example early childhood development, health programmes etc.
- Community engagement and co creation of project aims to address the following:
  - creating awareness of the economic opportunities associated with the JET
  - developing an awareness and a narrative that highlights how climate change responses can be sustainable, developmental and profitable
  - supporting the co-creation of interventions with communities and establishment of engagement structures
  - implementation of enterprise development and training programmes to support climate change vulnerable communities
- Facilitation of inclusive, participatory processes for co-creating just transition innovations. An inclusive and participatory co-creation process for just transition innovations is critical for communities because it ensures that all voices are heard and considered, leading to solutions that reflect the diverse needs and perspectives of the community.

### **1.1.1 Purpose**

The purpose of this document is to specify how the Services must be rendered, the schedule, and the implementation plan.

### **1.1.2 Applicability**

This document shall apply to Camden, Grootvlei and Hendrina Power Stations and the JET Office

### **1.1.3 Effective date**

The effective date will be when the contract for these services has been set up and approved and supporting systems required for compliance to the document requirements shall have been established and implemented.

## 1.2 Normative/Informative References

### 1.2.1 Normative

- [1] ISO 9001 Quality Management Systems – Requirements
- [2] Supplier Quality Management Specification (QM58): 240-105658000
- [3] ISO 19011: Guidelines for Quality and/or Environmental Management Systems Auditing
- [4] Supplier Quality Management List: List of Tender Returnables: 240-12248652

### 1.2.2 Informative

- [1] ISO 45001:2018 Occupational Health & Safety Management System
- [2] 36-1131 Conducting of QMS Internal Quality Audit
- [3] OHS Act & Regulations

## 1.3 Abbreviations

Abbreviation	Explanation
ABCD	Asset Based Community Development
CEICC	Community Engagement and Intervention Co-Creation
ISO	International Organization for Standardization
JET	Just Energy Transition
OHS	Occupational Health & Safety
PCC	Presidential Climate Change
QMS	Quality management System

## 1.4 Related/Supporting Documents

All divisional and business unit supplier quality requirements, standards and/or specifications.



## 2. FULL DESCRIPTION OF THE SERVICE

### Task 1: Development of Implementation Plan

- Review socio-economic impact assessments and stakeholder engagement plans.
- Develop a detailed implementation plan, including timelines, partnerships, and funding mechanisms.
- The implementation plan should include a comprehensive list of all activities to be carried out to achieve the objectives.
- Align with Eskom's Just Energy Transition strategy and national policies.

### Task 2: Stakeholder Engagement

- Establish stakeholder engagement structures, including an Eskom JET Stakeholder Engagement Platform. Stakeholders should not be duplicated by Presidential Climate Change (PCC) or provincial efforts to engage the community, the implementing agent should work with these structures to avoid duplication.
- Conduct consultations with affected workers, communities, and government agencies.
- Develop and implement a community communication strategy.

### Task 3: Community Engagement and Interventions Co-Creation (CEICC)

- **Establishing protocol for procedural justice** The Asset Based Community Development (ABCD) approach focuses on identifying and leveraging community's existing assets such as skills, networks and resources (among others), rather than solely focusing on needs and deficiencies. It aims to empower communities to lead in their own development, while being supported to harness and strengthen their capacities. The implementing agent will utilize this approach to establish protocol for procedural justice.
- **Conducting Workshops on Climate Change Awareness** Just Transition, and Business Exposure. Awareness ensures that community members understand the issues and the need for change, enabling them to participate meaningfully in the innovation process, contribute innovative ideas that address local challenges and opportunities.
- **Facilitation of inclusive, participatory processes for co-creating just transition innovations.** An inclusive and participatory co-creation process for just transition innovations is promotes greater buy-in and ownership among community members, as they are actively involved in shaping the innovations that affect their lives.

- **Support for innovation Development and Testing, Business Incubation and Piloting Stage:** Innovation Development and Testing, Business Incubation and Piloting is essential for the surrounding communities because it can potentially stimulate skills development, decent job creation and economic diversification as they transition away from coal dependence. The initiatives will be piloted to take the identified innovations to the level of implementation and help the different communities' enterprises achieve a Proof-of-Concept. Lastly, financial support to be investigated for the community-based enterprises to support community-driven, non-profit initiatives that contribute to social, environmental, and economic benefits for the community.

**The key result of the Innovation Development and Testing, Business Incubation and Piloting stage include:**

1. The development of a Business and Financial Plan for each innovation
2. Formal registration and compliance for each innovation.
3. Established proof of concepts.

#### **Task 4: Implementation of Socio-Economic Initiatives**

- **Transitioning support for workers:** Reskilling, redeployment, and compensation.
- **Community development and economic diversification:** Local enterprise development, supplier development, and investment in infrastructure projects.
- **Support for women, youth, and vulnerable groups** through targeted empowerment programs.
- **Development of local manufacturing and industrialization opportunities.**

#### **Task 5: Monitoring, Evaluation, and Reporting**

- Develop a monitoring and evaluation framework with key performance indicators.
- Implement regular progress monitoring and stakeholder feedback mechanisms.
- Provide monthly, quarterly, and annual reports to Eskom and funding partners.

#### **Task 6: Sourcing and matching funding:**

The implementing agent should source funding from government development grants and relevant sectoral education and training authority (SETA) for the implementation of JET initiatives within and around the three power stations.

### 3. DELIVERABLES

Deliverable	Due Date
Inception and Progress report	Contract Signing + 1 Month
Final implementation plan with value proposition/programs, funding mechanisms, partners, and timeline.	Contract Signing + 3 Month
Implementation structure/model with implementation companies & partners and local recruitment mechanism.	Contract Signing + 3 Month
Final monitoring and evaluation plan.	Contract Signing + 3 Months
Stakeholder engagement and communication plan. Establishment of engagement structures with feedback from meetings.	Contract Signing + 10 Months
Implementation report showing the number of jobs, and opportunities; support to local companies and community livelihood/CSR projects.	Contract Signing + 12 Months and every year thereafter
Monitoring and evaluation report to assess the program and projects.	Contract Signing + 12 months and every year thereafter

### 4. CONTRACT AND PAYMENT

The contract will be for 5 years, and the services will be required at the Camden, Grootvlei and Hendrina Power Stations areas.

### 5. CONSULTANT REQUIREMENTS

The key expert roles, whose CVs and experience will be evaluated, should include the following:

Item	Resources	Summary of Role	Qualification	Min Years' Experience
1	Project Manager	A Project Leader working on a development project is responsible for managing all aspects of the project from inception to completion, ensuring that project goals are met and delivered on time, within budget, and to the required quality standards. The Project Leader must be	The Project Manager must have strong leadership and project management skills, as well as excellent communication and interpersonal skills. A bachelor's degree /B Tech /advanced diploma/national higher diploma at NQF7 with 360 credits in a relevant field such as business, engineering, or public administration is usually required, as well as extensive experience managing large and complex projects. In addition, experience working in a development	5 Years

Item	Resources	Summary of Role	Qualification	Min Years' Experience
		able to provide overall leadership and direction to the project team, including Eskom staff, consultants, contractors, and project partners.	context, particularly with the World Bank or other international development organizations, is highly desirable.	
<b>2</b>	Enterprise Development Expert	An Enterprise Development Expert working on a development project is responsible for providing technical advice, guidance, and support to project teams and project beneficiaries on enterprise development strategies and initiatives. The Enterprise Development Expert works to support the development and growth of small and medium-sized enterprises (SMEs) in emerging economies, and to promote job creation and economic growth.	The Enterprise Development Expert must have a strong background in business development, entrepreneurship, or related fields. A Bachelor's degree /B Tech /advanced diploma/national higher diploma at NQF7 with 360 credits, in business administration, economics, or a related field is usually required, as well as extensive experience working with SMEs in a development context. In addition, the Enterprise Development Expert must be able to work effectively with diverse stakeholders, have excellent communication and interpersonal skills, and be able to think creatively and develop innovative solutions to enterprise development challenges.	10 Years
<b>3</b>	Socio-economic Expert	A Socio-economic Expert working on a development project is responsible for providing technical expertise on socio-economic development issues and supporting the development and implementation of social and economic development programs. The Socio-economic Expert plays a critical role in assessing the socio-economic impacts of development interventions and ensuring that projects are designed and implemented in a way that maximizes positive socio-economic outcomes.	The Socio-economic Expert must have a strong background in economics, sociology, or a related field, and extensive experience working in a development context. A bachelor's degree /B Tech /advanced diploma/national higher diploma at NQF7 with 360 credits in a relevant field is usually required, as well as excellent analytical, research, and communication skills. In addition, the Socio-economic Expert must have a good understanding of social and economic development issues and be able to work collaboratively with diverse stakeholders to develop effective solutions to complex socio-economic challenges.	10 Years

Item	Resources	Summary of Role	Qualification	Min Years' Experience
<b>4</b>	Stakeholder engagement expert	<p>A stakeholder manager working on a development project is responsible for undertaking and coordinate stakeholder management for the project. Building, monitoring and maintaining constructive relationships with both their internal and external stakeholders, as well as to listen to and understand the needs of their key stakeholders and neighboring communities.</p> <p>Establishing and formalizing partnerships with relevant institutions to support the implementation of project activities</p> <p>Alignment of the project values and deliverables with those of key stakeholders will contribute towards reducing organisational risks and maximising opportunities.</p> <p>Providing strategic internal and external communication services</p>	<p>The Stakeholder engagement expert must have A Bachelor's degree /B Tech /advanced diploma/national higher diploma at NQF7 with 360 credits in a relevant field such as stakeholder engagement, community liaison, public engagements or public administration is usually required, as well as extensive experience stakeholder management and communication.</p> <p>Expert must be able to work effectively with diverse stakeholders, have excellent communication and interpersonal skills, and be able to think creatively and develop innovative solutions to stakeholder needs.</p>	10 Years
<b>5</b>	Community skills developer / facilitator (This role can combine with the one below)	<p>A Community Skills Development Trainer and/or Facilitator working on a development project is responsible for designing, developing, and delivering training programs to build the skills and knowledge of community members to support the project's goals.</p> <p>The Community Skills Development Trainer and/or Facilitator plays a critical role in empowering communities to</p>	<p>The Community Skills Development Trainer and/or Facilitator must have a strong background in training and development, with A Bachelor's degree /B Tech /advanced diploma/national higher diploma at NQF7 with 360 credits in education, community development, or a related field. In addition, the Community Skills Development Trainer and/or Facilitator must have experience in designing and delivering training programs in a community development context. Excellent communication, facilitation, and problem-solving skills are also essential for success in this role.</p>	5 Years

Item	Resources	Summary of Role	Qualification	Min Years' Experience
		participate in and benefit from project activities.		
<b>6</b>	Community Liaison Expert (This role can combine with the one above)	A Community Liaison Expert working on Development projects is responsible for facilitating communication and collaboration between the Project and local communities affected by Development-supported projects. The role of the Community Liaison Expert is to build trust and engage with communities to ensure that their needs and concerns are taken into account during project planning and implementation.	The Community Liaison Expert must have strong communication, facilitation, and relationship-building skills, as well as experience working with local communities in a development context. A bachelor's degree /B Tech /advanced diploma/national higher diploma at NQF7 with 360 credits in a relevant field such as social sciences, development studies, or community development is usually required. In addition, knowledge of local cultures, languages, and customs is highly desirable, as well as experience working in multicultural environments.	10 Years
<b>7</b>	Information Technology (IT) Officer	An Information Technology (IT) Officer working on Development projects is responsible for providing technical support and ensuring the effective use of technology in project design, implementation, and monitoring. The IT Officer will work closely with project teams to develop and implement technology solutions that improve project performance and efficiency.	The IT Officer must have a strong technical background in information technology, as well as excellent problem-solving and communication skills. A national diploma at NQF6 with 360 credits in computer science, information technology, or a related field is usually required. In addition, experience working on technology projects in a development context is highly desirable, as well as experience working in multicultural environments. The IT Officer must also be familiar with relevant industry standards, such as ISO 27001, and be able to apply these standards to ensure the security of project data.	5 Years
<b>8.</b>	Monitoring and evaluation (M&E)	A Monitoring and Evaluation (M&E) Expert working for the Project is responsible for leading and managing the design, implementation, and monitoring of evaluation frameworks and programs for development projects and programs. The M&E Expert will work closely with project	The M&E Expert must have a strong analytical background and excellent communication skills, as well as experience working in the development sector. A bachelor's degree /B Tech /advanced diploma/national higher diploma at NQF7 with 360 credits, in a relevant field such as economics, social sciences, or statistics is usually required. In addition, experience with monitoring and evaluating projects or programs and working with project teams in an	5 years

Item	Resources	Summary of Role	Qualification	Min Years' Experience
		teams and other stakeholders to ensure that the projects and programs achieve their intended outcomes and have a positive impact on target populations.	international development context is highly desirable.	

NB: A 75% Threshold is the minimum requirement for the above Technical Component to be considered for financial evaluation.

## 6. EVALUATION OF PROPOSALS

A 75% threshold will be used as a minimum requirement in the technical evaluation. Those that meet this threshold will be considered for financial evaluation.

## 7. CONFIDENTIALITY

- All data and information received from Eskom for the purpose of this assignment must be treated confidentially and is only to be used in connection with the execution of this Scope of Work.
- All intellectual property rights arising from the execution of this Scope of Work are assigned to Eskom.
- The contents of written materials obtained and used in this assignment may not be disclosed to any third parties using any media, without the expressed advance written authorization of Eskom.

## 8. ACCEPTANCE

This document has been seen and accepted by:

Name	Designation
Tebogo Lekalakala	Middle Manager - JET
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## 9. REVISIONS

Date	Rev.	Compiler	Remarks
11/08/2025	1	Makhosazana	Final Draft

## **10. DEVELOPMENT TEAM**

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## **11. ACKNOWLEDGEMENTS**

N/A