

TRANSMISSION DIVISION**PROVISION OF PROFESSIONAL PROJECT MANAGEMENT SERVICES TO TRANSMISSION DIVISION****SCOPE OF *SERVICES***

Status : New Scope Document

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A. Abstract

This document forms part of the New Engineering Contract, Professional Services Contract 3rd Edition.




The document defines the Scope of *services* required from the *Service provider* to perform a variety of services for the Project Management functions for Eskom Transmission Division.

B. Configuration Control

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(iii) Document Retention Time

This document shall be retained in accordance with Eskom Records Management Procedure.

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1. ABBREVIATIONS

This list contains the abbreviations used in this document.

Abbreviation	Description
BEng	Bachelor of Engineering
BSc	Bachelor of Science
B. Tech	Bachelor of Technology
BU	Business Unit
CEO	Chief Executive Officer
CFO	Critical Flashover
CoE	Centre of Excellence
ECSA	Engineering Council of South Africa
EIA	Environmental Impact Assessment
EMS	Environmental Management Systems
EPMS	Eskom Project Management System
FIDIC	Fédération Internationale des Ingénieurs - Conseils
GIT	Graduate in Training
HR	Human Resources
IEC	International Electrotechnical Commission
IPP	Independent Power Producer
ISO	International Organization for Standardization
IT	Information Technology
IWBS	Integrated Work Breakdown Structure
KM	Knowledge Management
KPI	Key Performance Indicators
LES	Line Engineering Services
LV	Low Voltage
MV	Medium Voltage
NDA	Non-Disclosure Agreement

Abbreviation	Description
NEC3 - ECC	New Engineering Contract 3 - Engineering and Construction Contract
NRS	National Regulatory Services
PC	Personal Computer
PCM	Process Control Manual
PDD	Project Development Department
PM	Project Manager
PMBok	Project Management Body of Knowledge
PLCM	Project Life Cycle Model
PDRA	Project Development Readiness Assessments
PTM&C	Protection, Telecommunications, Metering, and Commissioning
QITP	Quality Inspection & Test Plan
QRA	Quantitative Risk Analysis
RBI	Risk Based Inspection
SABS	South Africa Bureau of Standards
SAP	Systems, Applications and Products
SHE	Health, Safety and Environmental
SHEQ	Health, Safety, Environmental and Quality
SLA	Service Level Agreement
TPD	Transmission Projects Delivery
WBS	Work Breakdown Structure

2. DEFINITIONS

Definition	Description
<i>Service provider</i>	Refers to the professional <i>Service provider</i> team appointed to perform the engineering and project management works required for the project in terms of the selected contract suite.
The Client	The end user will be Eskom who will be represented by Transmission Projects Delivery throughout the duration of the Project.
Contractor	Service provider contracted to provide a specific service to Eskom.
<i>Employer</i>	Eskom, or Eskom Transmission Engineering or delegated <i>Employer's</i> representative.
Expert Service provider	In respect of a private consulting practice in engineering and/or project management, means a top practitioner whose expertise and relevant experience is nationally or internationally recognised and who provides advice at a level of specialisation where such advice is recognised as that of an expert.
Senior Service provider	In respect of a private consulting practice in engineering and/or project management, means all salaried professional staff with adequate expertise and relevant experience performing work of an engineering and/or project management nature and who carry the direct technical responsibility for one or more specific activities related to a project.
Junior Service provider	In respect of a private consulting practice in engineering and/or project management, means all other salaried technical staff with adequate expertise and relevant experience performing work of an engineering and/or project management nature with direction and control provided by a senior or expert <i>Service provider</i> .

3. APPLICABLE DOCUMENTS

Applicable documents form an integral part of service delivery associated with project management in Eskom, the below documents will be provided upon request and remains the copyright property of Eskom holdings and required Non-Disclosure Agreements (NDA) will be applicable.

3.1 STANDARDS, GUIDELINES, HANDBOOKS AND REGULATIONS

1. ISO 9001 Quality Management Systems
2. ISO14001: Environmental Management System
3. ISO45001: Occupational Health & Safety Management System
4. OHSA - Occupational Health and Safety Act, 85 of 1993 and Regulations
5. 32-1034 Eskom Procurement and Supply Chain Management Procedure
6. Public Finance Management Act
7. 32-727 Safety, Health, Environment and Quality (SHEQ) Policy/Procedure
8. 240-42366126: Process Control Manual for Project Management (Conceptual)
9. 240-99011698: Process Control Manual for Integrated Project Controls Management (Conceptual)
10. 240-96851726: Process Control Manual for Enterprise Risk and Resilience Management (Conceptual)
11. 240-42385239: Process Control Manual for Contracts Management (Conceptual)
12. 240-45461812: Process Control Manual for Construction Management (Conceptual)
13. 240-45461809: Process Control Manual for Commissioning (Conceptual)
14. 32-727: SHEQ Policy
15. 240-155373927: Eskom's COVID-19 Health and Safety Policy Statement
16. 240- 62196227: Eskom Life Saving Rules, Directive
17. 240-62946386: Vehicle and Driver Safety Management Procedure
18. 240-84733329: Medical Surveillance Procedure:
19. 32-477: Safety Health and Environment (SHE) Training and Development Procedure
20. 32-37: Substance Abuse
21. 240-120054284: Personal Protection Equipment Standard, 240-120054284

- 22. 32-95: Occupational Health and Safety Incident Management Procedure
- 23. 240-131838225: Occupational Health and Safety Incident Management Definitions and Parameters
- 24. TPDMAN-SP-84: Project specific Health and Safety (H&S) Specification

4. EXECUTIVE OVERVIEW

4.1 Introduction

This document outlines the Scope of services required from the *Service provider* for the provision of Project Management Services to Eskom Transmission Division.

The Scope of Work document is necessary to stipulate the variety of services required from the appointed *Service provider*.

4.2 Employer's Objective

The *Employer's* objective is to appoint project management services provider that will benefit the Eskom Transmission business by:

- Ensuring quicker appointment of *Service provider* to address the needs of the business.
- Ensuring greater governance in the appointment of *Service provider*.
- Ensuring *Service provider* appointed has the capacity, skills, experience, and qualifications to perform the required services.
- Ensuring greater control of spend on the contract.

4.3 Background

A project management services provider is required to augment Transmission Project Management and Site Support resources when the need arises, through the provision of project management services. The scope of services encompasses the project management disciplines in areas which Eskom lack sufficient specialised skills and capabilities. The service provider will work with Transmission resources to support the business when Eskom does not have adequate internal resources with the required skills and competencies.

The *Employer* will from time to time depending on services required appoint the service provider (as and when required). Resources Requisitions will be issued to the service provider with defined scopes and deliverables in accordance with the approved job profiles specified in addendum E: Service Categories and Their Corresponding Job Profiles. Once CVs are received, resources will be evaluated on their qualifications, experience, and expertise and if successful be appointed for the services through the issuing of a Task Order (Budget Estimate).

For each of the services required, a short description of the service has been included on the listed job profiles (Addendum E: Service Categories and Their Corresponding Job Profiles) where more details are also provided. Note that a fully signed budget estimate or the task order request form for each resource will confirm the project, service and duration required as the scope provided is an estimate only. Services to be provided on an as-and-when required basis.

5. SCOPE OF SERVICES

The *Service provider* shall provide a variety of project management services to Eskom Transmission which will include:

- Project Management services and
- Site Support Services.

The skills and competencies of the resources provided by the service provider will be from Junior, Senior to Expert levels (refer to (Addendum E: Service Categories and Their Corresponding Job Profiles) for the engineering disciplines, project management and site services listed on the description of services and requirements.

6. PROJECT DEVELOPMENT DELIVERABLES

The project developer is accountable to ensure that all the required work is done to develop the project from Concept phase up to Execution phase.

The appointed Contractor resources will familiarise themselves and abide by Eskom's health and safety rules and procedures, Values and Ethics. Project development management work will be performed in line with standard practices as implemented in Eskom.

All meetings, decisions, studies, etc. will be properly documented and recorded to be available at all times and for future reference.

Specific projects will be allocated to the service providers but can however be changed through deletions and additions, by mutual agreement between the Employer and the Service provider.

The assigned Project Development Manager will cooperate with the relevant stakeholders to ensure that the necessary information (cost and schedules) is included in the Eskom plans and recorded on SAP. This also includes the necessary information gathering and associated coordination required during the Concept and Definition phases of the Project. The Project Development Manager must coordinate, prepare and administrate any required submissions for investment approvals and modifications of investment decisions.

The Project Development Manager will ensure that all related work that is not directly included in the scope of the component being developed, such as associated Distribution, Generation, Customer, and Independent Power Producer projects is aligned, integrated and managed.

The progress of projects that are in execution must be monitored continually and relevant systems and reports updated.

Tasks and deliverables to be executed / developed during the Concept and Definition Phases of the project

- **General and Project Management**
 - Responsible for the management of the project Interfaces inside Transmission (Grid Planning, Grids, Engineering, Construction Management, Lands and Rights, etc.) and where applicable outside Transmission (external customers, stakeholders, Distribution, Generation, etc.).
 - Responsible for the Concept and Definition Phases of the project
 - Organise and chair meetings
 - Lead and control other disciplines to develop deliverables required by the project
 - Follow up on deliverables

- Communicate
- All meetings, decisions, studies, etc. will be properly documented.
- Report
- Management of project related budgets and costs including working on SAP PPM

- **Project management deliverables**

- Project charter
- Estimates for different phases of the PLCM (more detail below in estimating)
- Project time plan – duration, lead-times, sequence, start-finish, critical part, etc. Schedule to be detailed enough to do time-based costing, identify milestones and assist with procurement strategy, but need not be a very detailed execution schedule. Schedule to include dates/milestones for project approval.
- Compile, establish and manage internal and external contracts for the development work during the Concept and Definition phases of the project where needed
- Project reviews / Project Definition Readiness Assessments (PDRA's)
- Obtain the required Concept, Definition and Execution Release Approvals (CRA, DRA, ERA) for the development and implementation of the project.
- High level plan/schedule for meeting project development targets
- Responsibilities (RACI matrix) and stakeholder plan
- Project development reports

- **Project managing the concept and detail design and engineering deliverables as listed below**

- Integrated Substation, PTMC, Line and Telecoms concept and detail designs and design reports
- Design governance approvals
- Associated engineering labour cost estimates
- Scope and design freeze
- Constructability assessments
- Specific studies needed for the project

- Proformas for long lead items
- Specifications and requirements for tender purposes including packaging requirements for “EPC type” contracting
- **Estimating**
 - Project broken down into appropriate work packages based on the asset specification and designs
 - Costing of work packages and individual components
 - Costing to account for time, forex, interest, labour, overheads, etc. using the estimating database (Tx Capital Planner)
 - Assumptions to be stated
 - Estimate to reflect monthly cashflow
 - Breakdown as required for investment submission, finance and SAP system
- **Land and Rights - manage the team to**
 - obtain environmental approvals and permits (Environmental Authorisation (EA), Water Use License (WUL), Environmental Management Programme (EMPr), etc.)
 - acquire sites and servitudes needed for the project
- **Other packages to be developed**
 - Project risks and mitigation measures
 - Procurement strategy
 - Corporate Social Investment Risk and Stability Plan
 - Health and Safety plan
 - Quality plan

7. PROJECT MANAGEMENT DISCIPLINES / AREAS COVERED

The project management services required are based and supported by the 10 knowledge areas of the Project Management Body of Knowledge (PMBok), namely Integration, Scope, Time, Cost, Quality, Risk, Communication, Procurement, Stakeholder Management and Human Resources (HR) and in accordance with the Eskom PLCM including relevant sub-sets. In addition, there is a special emphasis on the management of safety, health, and environmental risks.

The scope of work to be performed by the appointed *Service provider* will be applicable to the following project management disciplines and/or areas:

- i. Project Management
- ii. Integrated Project Controls Management
- iii. Quantitative Risk Analysis
- iv. Contracts Management
- v. Construction Management
- vi. Commissioning Management

Typical projects include new built and refurbishment of Transmission Lines, Substations, and Telecommunication network.

7.1 PROJECT MANAGEMENT

Project Management is the application of knowledge, skills, tools, and techniques to effectively manage and control projects, required to manage the initiation, planning, execution, monitoring and controlling, and close-out of a project to achieve the objectives.

OBJECTIVE: To ensure proper management of the work of the project in terms of scope, cost, time, and quality to the required specification, fit for purpose.

The Project Management process includes the management of activities associated with initiating the project, project start up and project set up, project planning, managing delivery and deliverables on a project, closeout project, post project evaluation, change management on a project, and the setting up of a project.

The *Service provider* shall perform the work and produce the deliverables for the applicable capabilities as assigned to the *Service provider*, as listed below. The *Service provider* shall note that:

- As a result of continuous business improvement, all documents are subject to revision and the *Service provider* is responsible to ensure that the most recent edition(s) of the document(s) are used/referenced.
- The capabilities shall be delivered in accordance with any listed normative references as contained in the listed PCM's, while considering any listed informative references.

The Scope of Work includes the following:

- Initiate the project. Initiation of a project on any business project scale. Determine the nature and scope of the project, through the definition of correct project governance, the selection of the core project team as well as the development of project documents such as a project charter.
 - Develop Project Charter. High-level scope objectives, outlining the objectives, defining the authority of the Project Manager, time and cost in order to achieve the project goals. Ensure that a charter is developed that will define the project scope, time, cost and quality approach.
- Start-up project. Structuring and organising the project to commence with the workflow, this includes the planning, delivery, monitoring and over-all control.
 - Establish Project Core Team. Appoint the core skills and resources (personnel) required to start up and manage the project delivery. Ensure that the core team is established through the relevant recruitment or allocation process.
 - Define Approach to Planning. To ensure that the approach to planning is clearly defined taking Eskom requirements into consideration.
 - Compile Scope Statement. Compile and review the requirements from the Charter and develop a scope plan to manage the development of the detailed project implementation plan to guide project delivery. The scope will guide the development of the detailed project management plan, making use of the relevant charter.
- Plan the project. Planning how the project will be organised and resourced to deliver within scope, time, cost, quality and performance.
 - Develop Project Baseline Plan. Ensure a baseline plan is developed that will clearly define the technical, schedule and cost information that will be used to measure project performance.
 - Develop Detailed Project Management Plan. To manage project delivery inclusive of detailed plans to manage all the knowledge areas - Integration, Scope, Time, Cost, Quality, Human Resources, Communications, Risk, Procurement and Technology, provide all the detail needed to assist the project manager with the management of the project.

- Manage project delivery. Organise, direct, lead and control the execution and the delivery of the scope of work to accomplish the required outputs within the defined time, cost, quality performance plan and environmental plan.
 - Establish Delivery Organisation. Select delivery team and assign delivery resources, which are required to implement and manage project delivery. Role definitions, levels of authority, boundaries, Key Performance Indicators (KPI)'s for performance management, technology, people and management are defined. Ensure that all staff needed are sourced and appointed to execute the project.
 - Manage Delivery of the Project. Organise, direct, lead and control the execution and the delivery of the scope of work to accomplish the required outputs within the defined time, cost, quality, and performance plan for the project outputs, in accordance with the project management plan.
 - Execute Project Hand Over. The finalisation of all activities across all of the project functional areas to formally close the project.

Ensure that executed projects are effectively handed over to the client or stakeholder.
- Control change on the project. Complete tracking and recording of any changes to the project and its outcome over the entire project lifecycle, including the initiation, planning, setting up, delivery of the project and subsequent closing out, also the inclusion of the lessons learnt, for the benefit of related and other projects.
 - Initiate Project Change. Change requests are formally initiated through a single point of entry. Included is the creation and registration of the request, assessed for validity as a potential change. Change request is routed to an appropriate team member for assessment. If the request is not considered as a potential change, it is referred to the appropriate process.
 - Assess Project Change Impact. The impact of the potential change on the project, project objectives and risk profile are appropriately assessed and classified. Included is identifying the anticipated or actual consequences of the proposed change and estimating what needs to be added, deleted, modified, to the agreed technical, cost or schedule baselines, and the required updates to the baseline documentation. Ensure that the impact of the potential change on the project is appropriately assessed and classified.
 - Implement Project Change Solution. The change solution is implemented as planned. Included are the execution and monitoring of the change activities and reporting of the progress. Ensure that a change solution is designed in detail to meet the change requirements and project objectives and that the change solution is implemented as planned.
 - Close out Project Change Request. Validate whether the change has met the requirements from the original change request.
- Close out project. Closing out the work of the project and demobilising project resources. Confirming that the costs have been accounted for, the deliverables complete and in condition to be signed off by owners, ownership transferred from project to business operations and the respective asset fully accounted for.

- Manage Project Close Out. Closeout the project by ensuring that the costs have been accounted for, the deliverables complete and in condition to be signed off by owners, ownership transferred from project to business operations and that assets are fully accounted for.
- Compile Project Performance Data. Compile the data for the evaluation of the project performance to ensure that the close out performance evaluation of the project is completed.

7.2 INTEGRATED PROJECT CONTROLS MANAGEMENT

Integrated Project Controls Management comprises of cost management which includes estimating, planning, and scheduling as well as development of an Integrated Work Breakdown Structure (IWBS) that need to be executed to successfully set up of project controls, monitoring of project controls, estimating and the closing out of project controls. The development of the Contractors' schedule is not included in this capability.

- Ensure development, management, and control of project plan Integrated Work Breakdown Structure (IWBS), network diagram), schedule and cost management.
- Estimating of costs.
- Ensure integrated resource planning.
- Ensure integration of sub projects/work packages/work streams plan, schedules, and cost accounts.
- Ensure stakeholder management effectiveness.

The Scope of Work includes the following:

- Provide Cost Estimate. Estimating of costs is the predictive process used to quantify, cost, and price the resources required by the scope of an investment option, activity, or project:
 - determining the economic feasibility of a project,
 - evaluating between project alternatives,
 - establishing the project budget,
 - providing a basis for project cost and schedule control,
 - understanding the scope of the activity to quantify the resources required,
 - applying costs to the resources,
 - applying pricing adjustments, and
 - organizing the output in a structured way that supports decision-making.
- Gather Estimating Requirements. To collate information needed to calculate the estimate and establish the basis of estimate requirements which will include using data and lessons learnt from previous projects as well as scope documents.
- Prepare Cost Estimate. The preparation of the estimate using data supplied from historical and current sources or relevant stakeholders (e.g. Engineering Council of South Africa (ECSA) codes from Engineers, Index info from Steel and Engineering Industries Federation South Africa (SEIFSA)).

- Produce Basis of Estimate. Compile documentation required to obtain formal phase approval for the estimate, which is (for phase and / or project, inclusive of estimation effort) presented to management for approval. To review the estimate, compile the basis of estimate and validate the estimate and basis of estimate.
- Project Controls Management. Develop the project schedule considering the project planning information that includes the project scope, key dates, procurement strategy, engineering strategy, contract strategy, project risks, roles, responsibilities, constraints and thereafter sign-off and baseline the schedule. The project schedule is an input into the project plan.
 - Set up Project Controls. Set up Performance Measurement Baseline. The performance measurement baseline is concerned with the amount of money that the project is predicted to cost and when that money will be used. It is the basis for the earned value reporting system and involves aggregating the estimated costs of individual schedule activities or work packages for measuring project performance. To ensure that the estimated costs of individual schedule activities or work packages will be used to measure project performance.
- Monitor & Control Project Controls. Includes periodically measuring the schedule progress, updating the schedule, identifying & managing variances against the baseline, managing budget changes, analysing schedule uncertainties and where applicable identifying whether the resources are adequate.
 - Control Project Schedule Baseline Change. The evaluation of the technical correctness and incorporating schedule changes into the copy of current project schedule. Analyse the impact of incorporated change, compile and submit recommendation based on impact assessment analysis.
 - Manage Budget Change. The estimating and management of all changes to the budget allocations across Integrated Work Breakdown Structure (IWBS) and cost element structures and inclusion thereof in the submission for authorisation through the required authority, inclusive of the status and classification of the changes. Ensure sufficient funds are available for all current and potential commitments.
 - Maintain Performance Measurement Baseline. Correctly reflect Integrated Work Breakdown Structure (IWBS) and performance measurement structures, including the correct allocation of all approved budget and schedule changes and the current approved budget is correctly time phased based on the current approved schedule.
 - Control Cost Commitments. Account for all commitments; for example, total contracts, reserved (consignment) stock, free issue stock, all other project cost expensed, etc. and reflect them accurately on a continuous basis on a project. Ensure all commitments are accounted for.
 - Update Project Schedule. The project schedule must be updated periodically when progress updates, changes and variances have been measured and received. Ensure that periodical updates of the project schedule and variances have been measured.

- Monitor Actual Cost Incurred. Capture all actual cost incurred based on the certified value timeously, correctly, include accruals, retentions, and provisions, but exclude advanced payments. Also include all other project related costs.
- Calculate Earned Value Management. Measure the project performance in an objective manner and monitor the value of the work completed against the project baseline and actual cost incurred to evaluate if the project is on track.
- Forecast Project Cost Flow. Determine the estimate to complete cost on a project.
- Close-Out Project Controls. The closing out of project controls will be done to ensure that all the activities are completed, and the schedule is archived.
 - Monitor Commitments Close-out. Confirm all final accounts are agreed, the certificate of completion for the relevant phase or project has been issued, all Cost Price Adjustment (CPA) calculations have been completed, all stock reservations are cancelled and all open commitment values are adjusted accordingly. After confirmation of all the coding structures can be technically closed. Ensure that all open committed values are adjusted accordingly and that the cost coding structures are closed out.
 - Monitor Actual Cost Close-out. Confirm that all final accounts are processed, all unused and free issued stock has been credited, and confirmation of operational date was received and that cost centre closures are managed. Ensure verification on the final actual cost.
 - Close-out Budget. All budget changes are processed, there are no more outstanding changes and that all unused budgeted funds have been returned to business. Ensure that all budget changes are processed, and all unused budgeted funds have been returned to business.
 - Finalise Project Schedule. Confirm that all project schedule activities are completed and marked up as such. Obtain sign-off on the project schedule and archive all project schedule data. Ensure that all the project schedule activities have been concluded and marked 100%.
 - Produce Project Controls Close-out Report. Compile and distribute close-out report and update lessons learnt. Ensure the distribution of the project controls close out report and lessons learn.

7.3 QUALITATIVE RISK ANALYSIS AND QUANTITATIVE RISK ANALYSIS

Qualitative Risk Analysis: The objective of conducting a qualitative risk analysis is to acquire safety against recognized risks and to increase the alertness of management, team members, and all personnel who are vulnerable to them. This method of risk analysis is designed to identify issues that are looked upon as project management impediments, but have the potential to become definite risk factors. A detailed qualitative analysis will also delve into the resources which are more susceptible to such risks. The purpose is to identify rectifying measures that can be incorporated to restrict or remove the causes that have

given rise to such risks and to ensure that these safety measures become a part of risk-related analytical protocol for future reference.

The responsibilities of this role are to analyse, consolidate and report on project risks and issues to provide advice and an independent view of project risks for the delivery unit.

Key Performance Areas:

- Direct and coordinate the development of project risk plans
- Analyse, consolidate, and report on information received from functional teams within the delivery unit to monitor the status of risks and issues
- Manage, review and report on the implementation of the project risk management methodology
- Advise and report on the project risk management system for the delivery unit
- Maintain communication and relationships with key internal and external stakeholders.

Quantitative Risk Analysis (QRA) is a method of quantifying and analysing the impact of uncertainty and risk events to determine, amongst other things, the probability of achieving a project's cost and schedule objectives. The Eskom-approved QRA process generally follows pre-defined process steps that utilise the outputs of the qualitative risk assessment, an approved schedule, and an approved cost plan.

The process further entails the development of statistical models utilising the Monte Carlo sampling technique and associated input variables to produce outputs such as frequency distribution curves, histograms, and sensitivity graphs.

The Scope of Work includes the following:

- Assist with the development and maturity of the QRA philosophy and methodology where required.
- Assist with the development of Eskom-approved QRA-related training material where required.
 - Methodology
 - Process
 - Systems
- Implementation of the Eskom-approved QRA methodology.
 - Initiation of QRA implementation on projects
 - Develop project QRA implementation plan
 - Presenting QRA awareness
 - Presenting QRA process / methodology training
 - Presenting QRA systems training (Primavera P6 Risk Register / Primavera Risk Analysis / @Risk)

- Data gathering
 - Workshop facilitation
 - Interviews
 - Review of lessons learnt
 - Development and use of check lists
- Setting up the project QRA risk register
 - Administration of P6 Risk Register
 - Input of data gathered from incumbent and current sources
- Developing schedule and cost uncertainty models
 - Global uncertainty distributions
 - Templated uncertainty models
 - Critical / near critical path uncertainty models
 - WBS Level 3 uncertainty models
 - Advising Project Manager on contingency determination based on uncertainty
- Developing pre-mitigated risk models impacting schedule and cost
- Developing post-mitigated risk models impacting schedule and cost
 - Advising Project Manager on contingency determination based on uncertainty and post-mitigated position
- Developing “What-If” analysis
- Fulfilling QRA reporting requirements
- Provide QRA implementation handholding
- Provide assurance of QRA implementation and embedment deliverables being met.

7.4 CONTRACT MANAGEMENT

The purpose of the Contracts Management capability in the Eskom Project Management System (EPMS) framework is to ensure that standardised and consistent processes, procedures, standards and tools are applied to manage contracts across the phases of the Project Life Cycle Model (PLCM), and that Contracts Management is kept in line with expectations for successful delivery. Contracts Management capability includes Quantity Surveyor services.

The Contract Management capability is applicable to the entire Eskom from the establishment of a Contract Management environment to contract closure, including the management of contracts execution to ensure that objectives are achieved. This capability interfaces with the Commercial processes and is applicable to all contracts executed within Eskom Holdings SOC Limited.

The Scope of Work includes the following:

- Cost Estimates. Prepare order of magnitude, semi-definitive and definitive estimates by utilizing appropriate estimating methods. Determine accurate cost projects on market trends and inflation.

Provide pre-tender pricing, conduct pre-tender reconciliation of bills of quantities with specifications, analyse and report on tender rates and prices.

- Evaluate Contracts. Evaluate all received proposals and assess them against the technical set criteria and specifications. If the proposals received are not acceptable, the tender enquiry should be re-issued.
- Execute Contracts. The management and administration of the contract terms, conditions, and obligations, after final award, as well as the management of the relationship between Eskom and the *Contractor*, and any changes to the contract.
 - Assess *Contractors/Service providers* Deliverables for Payment. This entails assessing the deliverables from *Contractors/Service providers* against the specifications set in the contract to enable payment on completion of the work. Ensure that progress is properly assessed and that payment due is certified on time.
 - Administer Controlling of Bonds and Guarantees. This entails the administration of bonds and guarantees as set and agreed within the contract conditions. Ensure that bonds and guarantees are accurately managed.
 - Manage Variation on contracts. Ensure successful conclusion of variations to contractual scope of work. This includes engagement with *Contractors* and stakeholders to review specifications and confirm scope variations. Ensure that variations on the contract are managed and closed.
 - Manage Claims on contracts. Receiving, considering, reviewing, and concluding on all claims inclusive of governance compliance. Manage claims according to the set contract conditions. Ensure that all claims are appropriately dealt with and timeously resolved.
 - Manage *Employers* Claim on contracts. Issuing claims against *Contractors* for non-adherence to contractual conditions and deliverables. Manage all the *Employer's* claims as per the set contract conditions. Ensure that all *Employer* claims against *Contractors* are appropriately dealt with and timeously resolved.
 - Manage Disputes on contracts. Receiving and declaring of contractual disputes and allocation of disputes to the appointed Dispute Adjudication Board (DAB) for resolution. Ensure that disputes are resolved within the contract.
 - Manage Compensation Events NEC. Conclusion of all compensation events, inclusive of receiving and assessing the compensation events submitted by the *Contractor* in terms of the condition of contract. Manage all compensation events that occur within the execution of a contract. Ensure that compensation events are managed properly within the NEC Contract.
 - Manage Disputes NEC. Receiving and declaring of disputes and allocation of NEC disputes to the appointed adjudicator for resolution. Ensure the proper management of disputes during the execution of the contract.
 - Manage Disputes Bespoke. Supplier or Eskom submitting a notice of dispute to the counterparty with respect to the issue in dispute. This dispute could follow the normal dispute resolution process, or it can be referred to an independent expert. Within the normal dispute resolution process, it can be referred for arbitration. Ensure that disputes are handled with the correct sensitivity and that the dispute resolution channel is available.

- Close-Out Contracts. The completion and final settlement of a contract, including the resolution of any open contract items.
 - Manage Take-over. Take-over from *Contractor/Service providers* and hand over to plant owners is conducted in a controlled, efficient, and appropriate manner. Ensure that all criteria are fulfilled prior to the issuing of a Take-over certificate.
 - Terminate Contract prior to Completion. Manage the event when a contract is terminated early prior to completion by either party and ensure that it is managed in a fair and appropriate manner according to the relevant contractual terms and conditions. Ensure that contracts are terminated properly when required.
 - Administer Close-out of Retention. Manage the retention amount paid back to the *Contractor/Service provider* on completion of the contract, after all defects have been fixed, and the defects period completed. Administer the close out of retentions once a contract has been completed.
 - Issue Contract Final Certificate. Describe all the requirements needed to issue a Contract Final Certificate. Ensure that a Contract Final Certificate is issued for work performed.
 - Perform Final Account Close Out. Manage the agreement on the final account for final payment to be affected. Close out the final account on a contract.
 - Close out Bonds & Guarantees. Execute the close out of bonds & guarantees as stipulated in the contract. Ensure that bonds and guarantees are managed and closed out as required according to the conditions of the contract.

7.5 CONSTRUCTION MANAGEMENT

The purpose of the Construction Management capability in the Eskom Project Management System (EPMS) framework is to ensure that standardised and consistent processes, procedures, standards and tools are applied to manage construction across the phases of the Project Life Cycle Model (PLCM), and that construction is kept in line with expectations for successful delivery. The Construction Management capability includes Supervision and Site Support.

The Scope of Work includes supervision, monitoring and assurance on the following:

- Manage Construction Execution. Establishment and maintenance of the site and the effective and efficient coordination of all the construction project activities. This is achieved through the implementation of the site management and construction execution plans. This includes the management of site and construction management deliverables, schedule management, optimal utilisation of resources, integration of deliverables and components, quality checking, progress reporting and completion of construction and hand over to commissioning.
 - Ensure that the site is established in accordance with the site management plan to enable effective execution of construction.
 - Implement Construction Execution Plan. Ensure that the construction project goals are achieved through the effective implementation of the construction execution plan.

- Perform Construction/Site Inspections. Perform inspections on the sites and plant in accordance with the defined standards and specifications, designs and the site management and construction execution plans. Ensure compliance with contractual specifications, standards, policies, procedures, and regulatory requirements.
 - Manage Construction Completion and Hand over. Completion of the construction of the asset and the hand over to commissioning. Ensure that completion of construction of the asset and transfer of ownership is performed as scheduled and in accordance with regulatory requirements.
 - Issue Completion Certificate. Ensure that the scope of work specified has been completed to issue the completion certificate. Ensure that a completion certificate or a sectional completion certificate for the completion of work or sectional piece of work is issued.
 - Issue Safety Clearance Certificate. Ensure safety requirements, as prescribed by Eskom and OSH Act, has been complied with prior to commissioning. Ensure that the safety clearance certificate for work completed is properly managed and issued.
- Manage Construction Close-out. All the activities required to close-out the construction phase of the project.
 - Close-out Construction Phase. Ensure that the construction phase of the project is properly and effectively closed out.
 - Perform Site De-establishment. The transferring of assets, disposal of surplus material, and the dismantling of temporary facilities. Ensure complete, relevant, timely and orderly closure of site activities.
- Site Support. Client Liaison for the project by facilitating information flow amongst project employees, to the impacted communities and project stakeholders. Furthermore, support which entails acting as liaison agent between the community and the *Contractor*. Provide a link between local resources and the *Contractor*. Updating the *Contractor* of community affairs and possible dynamics. Coordinate communication dialogues between employees as well as community's leadership and clients to maintain a strong working relationship in the respective areas of construction works. Complete the necessary administrative tasks related to implementation of projects. Report monthly to the *Employer* and the community structures with respect to local involvement and the equity status of employees.
- Site Support. Project Stability for the project to develop, lead, facilitate and integrate the stakeholder management planning, system, and reporting framework to support the project stakeholder relations function through strategic alignment with project objectives. Facilitate stakeholder engagement by planning; preparing; implementing; acting, reviewing and improvement within the designated areas.
 - Prepare reference to database of local resources
 - Develop integrated communication strategy and plans for projects.
 - Managing project stakeholder management and media relations issues.
 - Update the *Contractors* of community affairs and possible dynamics
 - Assist the *Contractor's* supervisory staff in the management of workers

- Project stability risk and mitigation
- Ensure adherence to all *Employer's* processes, protocols, and policies to maintain the integrity and relationship on site and in the work environment
- Complete the necessary administrative tasks related to implementation of projects
- Developing and implementing emergency communication.

7.6 COMMISSIONING MANAGEMENT

The Commissioning Management capability includes the development of the Commissioning Plan and the management and execution of the plan on site. The Commissioning Management capability could include performing actual commissioning activities on site.

Commissioning ensures the provision of the infrastructure and resources required for the commissioning team to assure all systems and components including associated telecommunication equipment are installed, tested, and made operationally ready for handover to the owner or operator. This can include the testing of any product or solution delivered by the project. E.g.: User acceptance testing of an application, business process or plant unit operation.

- Establish Commissioning
 - Ensure appropriate structures and schedules are put in place to support the commissioning of an asset.
 - Develop Integrated Commissioning Schedule. Include all commissioning system specifications. Ensure the systematic control over the commissioning activities to successfully hand over the asset.
 - Develop commissioning packages to reflect system requirements, diagrams and drawings, process, and instrumentation diagrams (P&IDs) construction diagrams, commissioning procedures and checklists, technical specifications, control, and operating philosophies (to be done with Eskom commissioning teams).
 - Effectively execute verification of operability including checking and applying settings as required.
- Manage Plant Commissioning
 - Manage System Cold Commissioning. Verifying and adjusting an item or section of plant for service, which has been completed successfully, inspected, safety cleared and pre-commissioned. Although the plant is energised at this stage, the equipment and systems are not ready for continuous operation as yet.
 - Control system function testing is also performed during this stage. Ensure the integrity of the asset, functionally prove that the different areas are built according to the intent and that systems are ready for hot commissioning.
 - Manage System Hot Commissioning. Putting into service an item or section of asset which has been completed successfully, inspected, safety cleared and cold-commissioned. A characteristic

for this phase is the presence of an operating medium and fuel in the systems, the permanent energising of equipment and systems and their readiness for continuous operation. Individual systems are commissioned and integrated to form a process. Must be able to apply HV regulations in all planning and decision making. Ensure successful conversion of a constructed asset into a working asset through final integrity testing of the asset, to ensure the plant can be sanctioned to be energized.

- Verify Functional Performance. Confirming the performance of the asset in accordance to the Stakeholder Requirement Definition (SRD) and the grid code compliance. Ensure that the operational asset is functioning according to specifications and ready to be handed over.
- Verify Asset Performance. Evaluating limitations of the asset and integrate the components, optimise the performance in terms of process and process control systems to meet SRD requirements. Ensure the optimal performance of the asset according to Stakeholder Requirement Definition.
- Close Out Commissioning. Ensure that the deliverables have been completed and that the asset is in a condition to be signed off and transferred to the client.
- Design critical pre and post outage performance parameters to measure outage effectiveness.
- Request and Review outage permit when applicable.
- Ensure plant is commissioned in a logical sequence as per the plant functional descriptions (And if applicable, with as little disruption to existing plant.
- Check the drawings and to mark up the as-built drawings.

7.7 QUALITY MANAGEMENT

7.7.1 SYSTEM REQUIREMENTS

The *Service provider* shall have a fully documented, implemented and maintained Quality Management System which complies with the requirements of the ISO 9001 or their quality management system shall carry valid certification from an acceptable QMS Certification body. The *Service provider* to provide a quality plan within 30 days of contract signing, and once accepted will form part of the contract documentation.

Performance evaluation templates will be discussed after contract award by both *Employer* and the *Service provider*. Service performance will be measured twice a year by the *Service provider* and provide feedback to the *Employer*.

Non-conformance report will be issued if the *Service provider* does not meet *Employer* Quality requirements. If there are any defects as per technical specification, the non-conformance report will be issued and monitored until closure.

7.8 HEALTH, SAFETY, ENVIRONMENTAL

The *Service provider* shall always comply with the health and safety requirements prescribed by law and the *Employer* as they apply to the *services*. Failure to comply shall result in the Employer suspending the execution of services and removing the *Service provider* from site until compliance is achieved. The *Employer* may cancel a Task Order and/or terminate the contract depending on the situation and risks to people, plant and equipment, reputation, and the *Employer's* business of electricity supply.

The *Service provider* shall comply with the health and safety requirements contained on the Task Order (Addendum B to this Scope). The relevant Site / Project Manager shall require the *Service provider* to attend SHE Induction training provided by the *Employer*. It is essential that the *Service provider* is conversant with Eskom safety procedures training prior commencing any work on site.

If the *Service provider* may be required to work on Eskom premises, where health and safety requirements additional to those prescribed by law apply, refer to Section 3.1 of this document for applicable SHEQ policies and procedures.

7.9 Life Saving Rules

In the interest of promoting a safe and healthy working environment, the Eskom Executive Committee has approved the implementation of life saving rules, to improve safety in the organisation. These rules will also be applicable to all contracting staff.

The business is concerned about the emotional, social as well as economic effect of all these unnecessary incidents, and would like to correct behaviour pro-actively.

These rules are determined beforehand to enable the organisation to clearly communicate the established Life Saving Rules and how to deal with non-compliance to the workforce prior to the implementation of such rules.

Failure by any person or *Service provider/Contractor* engaged in doing business with Eskom to adhere to these rules, will lead to serious action being taken with serious consequences (including being refused access to site). These actions include termination of service of an individual and even blacklisting of *Service provider/Contractors* not taking the rules seriously. It is therefore strongly advised that these rules be taken seriously, communicated to all your staff, ensure that they all understand the rules, understand the consequences of violating a rule and sign a document stating that they understand and acknowledge the implications of these rules.

Eskom Life Saving Rules are:

Rule 1: Open, Isolate, Test, Earth, Bond and/or Insulate before touch (above 1 000 V)

Rule 2: Hook up at heights

Rule 3: Buckle up

Rule 4: Be sober

Rule 5: Ensure that you have a permit to work

7.10 Security management requirements

The *Consultant* shall follow all site entry requirements established by the *Employer*, particularly those outlined in the Critical Infrastructure Protection Act 8 of 2019.

8. HARDWARE/SOFTWARE/TOOLS

Equipment, Tools, and Software to be provided by the *Service provider* (included in rate) includes the items listed in table below.

The *Employer* takes note that standard licensing fees would apply if additional users of the *Service provider's* software are required.

This does not apply to design package task orders issued whereby the use of the software is included in the service to be provided by the *Service provider*. Further to this, the resources will be fully competent to operate software without further training being provided. Licensing fees will be payable on actual costs incurred by the *Service Provider*, including handling costs to acquire the licences.

For office-based resources, the *Employer* will provide the communication equipment including Laptop with data connection and data bundles. In addition, the *Consultant* will be responsible for ensuring that all resources return the laptops to the *Employer* when they resign or at the completion of their contracts. The *Consultant* will be liable for the replacement of the laptop at the replacement value if the laptop gets damaged, lost, and not returned.

Where access to bespoke software / tools are required, Eskom will free issues requisite software, for temporary use only, under the auspices of Eskom licensing agreements. Alternatively, at Eskom's discretion, laptops / tools with the relevant Eskom software / network access to suit the relevant purchase order will be free issued.

Provision of Personal Protective Equipment (PPE) in accordance with the relevant Eskom standards and OHS Act. Standard issue is limited to a hardhat, goggles, earplugs, reflector vest, safety boots, cost will be borne by the *Service provider*.

Resources will have suitable vehicle for travelling compliant to Eskom requirements.

Medical certificate (fit for work will be performed, entry, periodic and exit medical). Medical costs will be borne by the *Service provider*.

9. MANAGEMENT OF WORK DONE USING TASK ORDER

Refer to Addendum B for the format of a Task Order which shall be used by the *Employer* as the means of instructing the *Service provider* to deliver *services*. No work shall be carried out without a signed Task Order issued by the *Employer* and a subsequent approved and fully signed budget estimate and a purchase order for each service request.

The Task Order shall specify the scope of *services*, *deliverables*, *starting and completion dates* and the cost allocation. The *Service provider* shall deliver *services* within the constraints stipulated on the Task Order and engage the *Employer* as soon as the *Service provider* becomes aware of any risk in this regard. Any work executed outside the parameters stipulated on the Task Order, including cost, shall be for the *Service provider's* account notwithstanding delivery and acceptance of *services* that may be made by the *Employer* or people in the *Employer's* organisation.

All Expenses shall be paid for by the *Service provider* and reimbursed at cost after assessment. The *Service provider* shall include itemised estimated expenses in all proposals in response to Requests for Proposals issued by the *Employer*. Forecasts of estimated Expenses shall be submitted to the *Employer's* Requesting Manager for acceptance at the Assessment meeting. Expenses that are incurred without the *Employer's* prior acceptance in writing shall not be reimbursed by the *Employer*.

9.1 Review and Acceptance of Deliverables

Deliverables generally follow the process outlined in Table .

Table 1: Process for Requests for Proposal

Note: No work shall be carried out without a signed Task Order issued by the *Employer*.

Ref.	Task	Responsibility
A	Requisition form fully signed by the Portfolio submitted to the PMO Contracts Management team	Requesting Manager
B	Approved Requisitions get checked and submitted to the Service provider	PMO Contracts Management team
C	The Service provider submits the CVs, qualifications, and the corresponding Interview Summary Sheets (ISS) of the shortlisted candidates to the Requesting Manager	PMO Contracts Management team
D	Review CVs of the shortlisted candidates and make your selection and/or request further interviews of the shortlisted candidates or request more CVs if not satisfied with the shortlisted ones	Requesting Manager
E	Sign the Interview Summary Sheets (<i>Requesting Manager, Programme Manager and Employer's representative</i>) of the preferred candidates and submit the to the <i>Service provider</i>	PMO Contracts Management team
F	<i>Service provider</i> to submit budget estimate of rates and expenses	PMO Contracts Management team

Ref.	Task	Responsibility
G	<i>Employer (Requesting Manager and Employer's representative) reviews the submitted budget estimate (BE), approves, and submit it to the Service provider</i>	PMO Contracts Management team
H	<i>Employer raises Purchase Order for the Resources for the approved BEs</i>	Portfolios Appointed Assistant Project Officer/ Coordinators
I	<i>Service provider conducts criminal checks</i>	Service provider
J	<i>Employer submits person job specification</i>	Requesting Manager
K	<i>The resource does medical surveillance</i>	Service provider
L	<i>Service provider submits the medical fitness certificate to the Employer</i>	Requesting Manager
M	<i>The Employer communicates the deployment of the resource to site to the Employer</i>	Requesting Manager
N	<i>Employer receives all the documents required to create the Unique Number for the office-based resources</i>	Requesting Manager
O	<i>Employer forwards documents to the HR Shared Services</i>	Requesting Manager
P	<i>Employer completes the access request form</i>	PMO Contracts Management

Table 2: Process for Review and Acceptance of Task Order Deliverables

Note: No work shall be carried out without a signed Task Order issued by the *Employer*.

Ref.	Task	Responsibility
A	<i>Employer prepares Task Specification Sheet</i>	<i>Employer</i>
B	<i>Service provider reviews Task Specification Sheet and prepares the cost estimate and proposed timelines</i>	<i>Service provider</i>
C	<i>Employer approves the Task Specification Sheet with cost estimate and proposed timelines</i>	<i>Employer</i>
D	<i>Employer raises Purchase Order for the Task</i>	<i>Employer</i>
E	<i>Task Completed in accordance with internal quality assurance procedures</i>	<i>Service provider</i>
F	<i>Authorized person within Service provider organization approves deliverable</i>	<i>Service provider</i>
G	<i>Service provider submits the deliverable to the Employer</i>	<i>Service provider</i>
H	<i>Employer reviews the deliverable using the requirements set out in this document as the basis for the review</i>	<i>Employer</i>

Ref.	Task	Responsibility
I	<i>Employer forwards review comments to the Service provider</i>	<i>Employer</i>
J	Review meeting is held to discuss the <i>Employer's</i> comments	<i>Employer and Service provider</i>
K	<i>Service provider</i> updates the deliverable as per review meeting	<i>Service provider</i>
L	Authorized person within <i>Service provider</i> organization approves the updated deliverable	<i>Service provider</i>
M	<i>Service provider</i> submits updated deliverable to the <i>Employer</i> for acceptance	<i>Service provider</i>
N	<i>Employer</i> accepts deliverable documents in writing, provided that comments have been incorporated as per agreement between the parties	<i>Employer</i>
O	An authorized person within <i>Service provider</i> organization approves the revised deliverables	<i>Service provider</i>
P	<i>Employer</i> accepts the deliverables	<i>Employer</i>
Q	<i>Employer</i> confirms acceptance of deliverables in writing	<i>Employer</i>

10. CONSTRAINTS ON HOW THE SERVICE PROVIDER PROVIDES THE SERVICES

- a) The *Service provider* and the *Employer* will review the Deliverables in meetings organized and scheduled by the *Employer*.
- b) The *Service provider* ensures that all follow-up actions are carried out within the time stipulated.
- c) The *Employer* may, in addition to the scheduled review meetings indicated, request additional reviews.
- d) The *Employer* may involve independent third parties in any of the review meetings.
- e) The resources allocated to any project or department shall only be restricted to one specific project for a specified duration i.e., a resource cannot be deployed to more than one project at a time.
- f) The requesting manager will assess the performance of their resources based on the duration of the assignment. Assignment over 6 months resource to be assessed for performance on a bi-annual basis and below 6 months the Managers will use their discretion.

10.1 Progress Meetings

The *Employer* and the *Service provider* hold regular meetings to review the progress made with respect to the Accepted Programme, to discuss early warnings, etc.

The *Service provider* agrees the frequency and venue of the progress meetings with the *Employer*.

The *Service provider* agrees a schedule for the progress meetings with the *Employer*.

The *Employer* keeps minutes of these meetings.

Note: The communication required by the contract is conducted in terms of the Conditions of the Contract.

Regular meetings of a general nature may be convened and chaired by the *Employer* as follows:

Title and purpose	Approximate time & interval	Location	Attendance by:
Overall contract progress and feedback to the Employer	Quarterly	Eskom Megawatt Park or other venue as advised	The Employer and Consultant representatives and any other members as specified in terms of reference.
Overall task order progress and feedback to applicable business unit, to be managed within contractual and process limitations	Monthly	Eskom Megawatt Park or other venue as advised	Eskom Section representatives and Consultant representatives
Overall task order or contract progress and feedback on contract spend to date, site resources and open requisitions	Weekly	Eskom Megawatt Park or other venue as advised	Eskom Section representatives and Consultant representatives

Attendees shall have the necessary delegated authority to make decisions in respect of matters discussed at such meetings and this is to be managed within contractual and process limitations.

The Meetings of a specialist nature may be convened as specified elsewhere in this Scope or if not so specified by persons and at times and locations to suit the Parties, the nature and the progress of the services. Records of these meetings shall be submitted to the *Employer* by the person convening the meeting within five days of the meeting.

All meetings shall be recorded using minutes or a register prepared and circulated by the person who convened the meeting. Such minutes or register shall not be used for the purpose of confirming actions or instructions under the contract as these shall be done separately by the person identified in the *conditions of contract* to carry out such actions or instructions.

10.2 Service provider's key persons

An organogram from the *Service provider* showing key persons and their lines of authority / communication shall be submitted to the *Employer* within 4 (four) weeks of the Contract Date. The *Service provider* shall be required to notify the *Employer* of the contact details, leave and alternative where applicable in respect of each key person. Any changes in this regard shall be notified in writing in advance or within 1 (one) week of occurring and measures taken to avoid negative impacts on the *Service provider's* ability to deliver the services.

11. DELIVERABLES

11.1 SCHEDULE OF DELIVERABLES

The *Employer* will develop a schedule of deliverables, based on the scope of services required at Task Order issue. The deliverables are reviewed and discussed during scheduled review sessions.

11.2 SCHEDULE OF REVIEW MEETINGS

Review meetings for all deliverables will be scheduled as and when required during course of the assignment.

12. RECEIVABLES

12.1 DOCUMENTS AND DRAWINGS

The *Employer* shall provide other documents as required per Task Order.

12.2 ADDITIONAL INFORMATION REQUIRED

The *Service provider* identifies any additional information required from the *Employer* and indicates it accordingly as part of the Programme.

12.3 CHANGES TO EMPLOYER FURNISHED INFORMATION

The *Service provider* does not alter the content of any *Employer* furnished information or data for design purposes without the written authorization of the *Employer*. Should the *Service provider* have any doubt about the design suitability or correctness of any *Employer* furnished information or data, or has proposals for changes, it advises the *Employer* accordingly at the earliest opportunity. The *Service provider* ensures that the design of Deliverables, using *Employer* furnished information or data, is in accordance with the specific requirements of such Deliverables.

13. INVOICING AND PAYMENT

The *Service provider* will invoice a month in arrears; however, the *Service provider* will submit invoices to the relevant TPD/Engineering representative five (5) working days before submitting final Tax invoices to Accounts Payable Services (APS) to allow Goods receipt (GR's) to be done timeously and avoid invoices being parked in the system.

The process can be amended as required from time to time per mutual agreement between both parties.

The invoice should be accompanied by relevant supporting documents and calculations supporting the amount invoiced.

The *Service provider* shall address the tax invoice to Eskom Holdings SOC Limited and include on it the following information:

- Name and address of the *Service provider* and the *Employer*;
- The contract number and title;
- *Service provider's* VAT registration number;
- The *Employer's* VAT registration number 4740101508;
- Total amount invoiced excluding VAT, the VAT and the invoiced amount including VAT;
- Date of the invoice
- Task Order number.
- Description of the services and quantities
- Period invoiced
- Name of the employee and project/site
- Purchase Order number

14. WORKING ON THE EMPLOYER'S PROPERTY

14.1 Employer's entry and security control, permits, and site regulations

The *Service provider* shall comply with all the *Employer's* site entry requirements and obtain at his cost all the necessary permits.

14.2 People restrictions, hours of work, conduct and records

The *Service provider* keeps detailed records of his people working on the *Employer's* property, including those of his Subcontractor. The *Employer* shall have access to these records at any time.

14.3 Employer's purpose for the material

All rights to material belong to *Employer* for purposes stated in the Scope.

14.4 Restrictions on the Service provider's use of the material for other work

As per the Task Order.

14.5 Transfer of rights if Option X9 applies

The *Employer* owns the *Service provider's* rights over material prepared for this contract by the *Service providers*. The *Service provider* provides to the *Employer* the documents which transfer these rights to the *Employer*.

15. OTHER CONSTRAINTS

The following additional constraints regarding the task orders apply:

- The *Employer* has the right to instruct the *Service provider* to remove any employee due to non-performance. The *Employer* must provide reasons to the *Service provider* for his/her instruction to remove an employee. The *Service provider* is required to arrange that, after one day, the employee has been removed from site.
- For early termination of the task order (prior to the due date) that is not performance related, a calendar month notice will be provided by the Employer.
- No notice from the Employer is required where the term of the task order / purchase order / budget estimate is not changed.

15.1 Working on the Employer's property

15.1.1 The Employer's entry and security control, permits, and site regulations

The *Employer's* sites are classified as National Key Points and access is controlled and regulated by law. Sites such as Koeberg Nuclear Power Station have very strict entrance requirements and allowances for security clearance checks and processes of about two hours need to be made by *Service providers* requiring access at the sites. The taking of photographs is prohibited at all sites and special permission shall be required, if necessary, for the provision of *Services*. Persons under the influence of intoxicating substances and alcohol are strictly not permitted to enter the *Employer's* premises. All persons entering or leaving the *Employer's* premises may be subjected to physical security checks including alcohol tests.

In addition to the above there may be other restrictions applicable on sites and *Service providers* shall always be required to comply. Temporary Access Permits may be arranged for a limited number of the *Service provider's Key Persons* who require frequent access to the Employer's premises for purposes of delivering the *Services* which may include the attendance of regular meetings.

15.1.2 People restrictions, hours of work, conduct and records

It is very important that the *Service provider* keeps records of his people working on the *Employer's* property, including those of his Subcontractors. The *Employer* shall have access to these records at any time. These records may be needed when assessing compensation events. The restrictions on hours worked shall be specified on the Task Order.

15.1.3 Consent for the use of personal information

The *Service Provider* shall give the consent to the *Employer* to make use of personal information of all the appointed resources or candidates considered for appointment to provide services to the *Employer*. The

Service Providers shall be required to submit documents with personal information such as identity documents (IDs), curriculum vitae (CVs), marriage certificates, qualifications, professional registration certificates, medical reports detailing candidates' fitness for duty, medical fitness certificates, police clearance certificates and criminal background checks. The candidates shall be allowed to submit the criminal background checks received from the South African Police Services and the successful candidates will be required to submit the police clearance certificates within three months after their appointments.

The *Service Providers* should certify that the information on their candidates is true and accurate to the best of their knowledge. They should understand that false or incomplete information may constitute grounds for dismissal and an investigation may be made on the concerned candidates' background and used relative to their employment status. The *Consultants* shall also get authorization from the candidates to authorize their former employers and any other persons or organizations to provide any information that they may have about the candidates and the candidates should release all concerned from any liability in connection herewith.

The successful *Service Providers* shall give permission to Eskom at contract award stage when completing and signing the contract, to forward candidates' particulars as stated above to the South African Police Services to obtain their criminal history where submitted police clearance certificates and criminal background checks are suspected to be fraudulent. The *Service Providers* should get permission from the candidates to authorize the South African Police Services to release records of criminal convictions and records of outstanding criminal charges of which the SAPS is aware to Eskom and failure to do so will result in removing the candidate for consideration or the resource providing services to Eskom.

RELEASE AND DISCHARGE: The *Service Providers* should indemnify and hold harmless the South African Government, South African Police Services, Eskom and all its members and employees from all actions, claims and demands for damage, loss, or injury however, arising which may hereinafter be sustained by myself because of the disclosure by the South African Police Services to Eskom.

The *Service Providers* should acknowledge that information so disclosed may be confirmed only by a comparison of the fingerprints on file to which the information relates and my fingerprints. This record and the information contained therein is being provided in confidence and shall not be disclosed to any person except for persons required by Eskom.

16. PROVISIONS BY THE EMPLOYER

The *Employer* shall in certain cases provide special software and access to systems, training, and guidance on requirements specific to the *Employer* that are not common in the industry. This will be done by allocating a desk top computer that belongs to Eskom and operated at Eskom facilities only.

17. REQUIREMENTS FOR NON-SOUTH AFRICANS

- To employ a foreign national in South Africa, the Service Providers need to adhere to the following requirements and procedures:

17.1 Work Visa: The foreign national must obtain a valid work visa before entering South Africa for employment purposes. The work visa application should be made at the South African embassy or consulate in the applicant's home country. The specific type of work visa required will depend on the nature of the employment, such as critical skills, general work, intra-company transfer, or corporate visa.

17.2 Job Advertisement: Before hiring a foreign national, the Service Providers must demonstrate that they have made efforts to find a suitable South African candidate for the position. This typically involves advertising the job vacancy in local newspapers or on various job portals for a specific period. The Department of Home Affairs may require evidence of the job advertisement. Proof that the applicant falls within the critical skills category by specifically indicating the occupation/critical skill for which the application is being made as it appears on the critical skills list.

17.3 Verification of Qualifications: The foreign national's qualifications and professional registration, if applicable, must be verified by the South African Qualifications Authority (SAQA) or a relevant professional body. This is necessary to ensure that the foreign national meets the required standards and qualifications for the specific job according to the Section 19(4) of the Immigration Act of 2002.

17.4 Offer of Employment: Once the foreign national has been selected for the position, the Service Providers need to provide them with a written offer of employment. The offer should include details such as job description, salary, working conditions, and any other relevant terms and conditions. A written undertaking by the employer accepting responsibility for the costs related to the deportation of the applicant and his or her dependent family members, should it become necessary (all renewals must be accompanied by an offer of employment or employer contact. no renewal without employment contract except for the occupations listed under the category of life and earth sciences and academics and researchers).

17.5 Medical and Radiological Reports: The foreign national must undergo a medical examination and obtain a radiological report from a designated medical practitioner. These reports are required to ensure that the individual does not have any contagious diseases or conditions that may pose a health risk to others. A yellow fever vaccination certificate if that person travelled or intends travelling from or transiting through a yellow fever endemic area: (provided that the certificate shall not be required where that person travelled or intends travelling in direct transit through such area).

17.6 Police Clearance Certificate: The foreign national must also provide a police clearance certificate from their home country or any other country where they have resided for more than 12 months since the age of 18. This certificate is necessary to verify their criminal record, which certificate shall not be older than three months at the time of its submission: (provided that the certificate shall not be required from a foreign country in the case of renewal or extension of a visa within the republic).

17.7 Submission of Documentation: All the required documents, including the work visa application, job offer, medical and radiological reports, and police clearance certificate, must be submitted to the Department of Home Affairs along with the prescribed application fees.

17.8 Processing and Approval: The Department of Home Affairs will review the application and supporting documents. Processing times may vary, but it is advisable to submit the application well in advance. Once approved, the foreign national will be issued a work visa, allowing them to legally work in South Africa.

Note: The specific requirements and procedures may vary depending on the type of work visa and individual circumstances. It's advisable to consult with an immigration lawyer or a registered immigration practitioner to ensure compliance with the current regulations and requirements.