



Scope of Work

All Divisions

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### CONTROLLED DISCLOSURE

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## **1. INTRODUCTION**

### **1.1 BACKGROUND**

Quantity Surveyors are rendering critical professional services to projects in which they are involved. There is currently a shortage of QS resources within the organisation. SPD has been receiving requests for QS resources and / or QS services from various business areas in the organisation. In the past, QS resources were supplied to the business on an *ad hoc* basis through the ABC and the EPMO panel contracts and uncoordinated site based contracts. These panel contracts expired in August and September 2019 respectively. No new panels were put in place. Expiry of the panel contracts rendered it impractical for the entire organisation to obtain QS resources on an *ad hoc* basis.

A go ahead was given by Strategic Sourcing to go ahead and put in place the professional services contract(s) for the supply of QS resources to Eskom Holdings SOC Limited on an as and when required basis for a period of three (3) years. The scope of the QS services to be rendered and required deliverables is detailed below.

### **1.2 SERVICE NEEDS**

The scope of the QS services to be rendered is divided into two sections. The first section is for strategic QS services that are required to be rendered at the QS Centre of Excellence in Group Capital Division. The second section is for operational QS services to be rendered to various business areas (at individual project level) of Eskom Holdings SOC Limited. QS resources required will be supplied on an as and when required basis.

Some of the challenges experienced by the organisation that require to be resolved at a QS CoE strategic service level include but not limited to the following:

- The organisation currently does not have formally documented standardised procedures and processes for the QS function. Key QS reports are not standardised
- QS personnel are currently working in silos without any strategic critical information sharing
- There are no internal and external benchmarking exercises taking place in the QS function
- There is no building up of internal QS specialist skills for various key procurement items
- The organisation does not have standardised QS software, training and reporting lines
- Strategically organised and well-kept projects costs / contract rates database does not exist.

## **2. SUPPORTING CLAUSES**

### **2.1 SCOPE**

#### **2.1.1 Purpose**

The purpose of this document is to outline the scope of work for the provision of strategic and operational Quantity Surveying Professional services. Strategic QS services will be provided to the QS CoE section of GCD. Operational QS services will be provided to various business areas of Eskom Holdings SOC Limited. The services will be provided by Professional Quantity Surveying service provider(s) utilising the relevant NEC Professional Services Contract for a period of three (3) years on an as and when required basis.

#### **2.1.2 Applicability**

This document applies to all Eskom Divisions, (viz. Cx, Dx, GCD, Gx & Tx). The QS CoE's outputs applicability is the entire organisation.

## **2.2 NORMATIVE/INFORMATIVE REFERENCES**

Parties using this document shall apply the most recent edition of the documents listed in the following paragraphs:

### **2.2.1 Normative References**

- (i) All Parts Standardised Specification for Civil Engineering Construction - SANS 1200
- (ii) Built Environment Act, 43 of 2000
- (iii) Construction Industry Development Board Act, 38 of 2000
- (iv) Eskom High Performance Utility Model (EHPUM)
- (v) Eskom's Procurement and Supply Chain Management Policy 32-1033
- (vi) Eskom's Procurement and Supply Management Procedure 32-1034
- (vii) Public Finance Management Act, 01 of 1999
- (viii) Quantity Surveying Profession Act, 49 of 2000
- (ix) Standard System of Measuring Building Work (ASAQS Document)

### **2.2.2 Informative References**

- (i) CIDB Regulations
- (ii) CIDB Standard of Uniformity
- (iii) Conflict of Interest Policy 32-173

- (iv) Construction Safety, Health and Environmental Management Procedure 32-136
- (v) Eskom's Code of Ethics Standard 32-527
- (vi) Eskom's Purchasing Pact with Suppliers
- (vii) Estimating Standard for Integrated Project Controls 240 100224041
- (viii) Formatting & Compilation of Construction Procurement Documents - SANS 10403
- (ix) Framework for Infrastructure Delivery and Procurement Management
- (x) Periods of Retention of Accounting and Other Records 32-202
- (xi) PPPFA Regulations
- (xii) Preferential Procurement Policy Framework No. 5 of 2000
- (xiii) Quality Management System - ISO 9001
- (xiv) Safety, Health, Environment and Quality (SHE) Policy 32-727
- (xv) SHE Requirements for Eskom Commercial Process 32-726
- (xvi) The Broad-Based Black Economic Empowerment Act, 53 of 2003
- (xvii) The Constitution of the Republic of South Africa Act, 108 of 1996

## 2.3 DEFINITIONS

### 2.3.1 Classification

Controlled Disclosure: means controlled disclosure to external parties (either enforced by law, or discretionary).

## 2.4 ABBREVIATIONS

Abbreviation	Description
ACWP	Actual Cost of Work Performed
APC	Assessment of Professional Competence
BAC	Budget at Completion
BCWP	Budgeted Cost of Work Performed
BCWS	Budgeted Cost of Work Scheduled
CanQS	Candidate Quantity Surveyor
CoE	Centre of Excellence
CPA	Contract Price Adjustment
Dx	Distribution Division
FDA	Fixed Daily Allowance
GCD	Group Capital Division
GE	Group Executive
Gx	Generation Division
IWBS	Integrated Work Breakdown Structure
Km	Kilometre / Kilometres (context-led)
NEC	New Engineering Contract
NQF	National Qualifications Framework
OHS	Occupational Health and Safety
PLCM	Project Life Cycle Model
PPE	Personal Protective Equipment
PrQS	Professional Quantity Surveyor
PSC	Professional Services Contract
QS	Quantity Surveying / Quantity Surveyor (context-led)
SACQSP	South African Council for the Quantity Surveying Profession
SAQA	South African Qualifications Authority
SPD	Strategic Projects Department
TMO	Transformation Management Office
Tx	Transmission Division
WBS	Work Breakdown Structure

## **2.5 RELATED / SUPPORTING DOCUMENTS**

- Refer to 2.2 Normative / Informative References.

## **3. SCOPE OF WORK**

The scope of work is to provide strategic and operational professional quantity surveying services. Strategic QS services will be provided to the QS CoE section of GCD. Operational QS services will be provided to various business areas of Eskom Holdings SOC Limited. Service delivery will be achieved through utilising Professional Quantity Surveying Consultants to be supplied on an as and when required basis using the relevant NEC Professional Services Contract(s) for a period of three (3) years. Rates based contract(s) will be concluded with Professional Service Provider(s) to supply the required professional resources on an *ad hoc* basis for the duration of the contract(s).

### **3.1 PURPOSE**

The purpose is to deliver key strategic outputs required from the QS CoE and key operational QS outputs required from projects handled in various business areas of Eskom Holdings SOC Limited.

### **3.2 BACKGROUND**

The use of QS services in the organisation has grown significantly in recent years. In the past, QS services were employed in new build capital investment projects. There has been a shift from the traditional usage of QS services to include almost all-external procurement in the organisation. This has led to an increase in the number of QS personnel required in the organisation; the number of internal QS resources is insufficient to meet the organisation's requirements.

SPD identified a gap that existed in the organisation in that whereas the numbers of QS personnel were on the rise, no strategic leadership was provided to the QS personnel who were employed by and reported to various departments without a recognised strategic lead function of their own. In closing the identified gap, the QS section was formed at SPD in GCD for providing the necessary strategic leadership to the organisation-wide quantity surveying profession. The QS section was granted approval to establish the QS CoE through utilising Professional QS consultants. The QS CoE is required to initially embark on costs savings initiatives driven from TMO and Commercial Department whilst delivering on the required strategic QS deliverables at the QS CoE level.

Due to the shortage of QS personnel experienced by the organisation at large and the previous enabling contracts having expired, the Professional Service Provider(s) to be appointed will supply operational QS services to various projects in different Eskom business units through supplying QS resources on an *ad hoc* basis to the projects in various Eskom business areas.

### **3.3 SCOPE OF SERVICES**

#### **PART 1: QS CENTRE OF EXCELLENCE SCOPE**

The scope includes the provision of strategic quantity surveying services to enable the organisational Quantity Surveying Centre of Excellence to deliver on its mandate, briefly described below. The QS CoE is responsible for, *inter alia*, developing and setting the organisational Quantity Surveying Policy, Processes, Procedures, and Standards that shall be applicable to all organisational projects. The QS CoE is responsible for the identification and assessment of Quantity Surveying systems and tools to be used in the organisational project environment. As the centre of excellence, the QS CoE will render advice and guidance to operational quantity surveying personnel in various projects. The QS CoE will also monitor and assure:

- Effective implementation and utilisation of developed Policy, Processes, Procedures and Standards through execution of “deep dive” exercises to operations in the projects
- Appropriate technical training programmes are developed, made available and utilised by Eskom personnel and that training is conducted on the developed programmes
- That QS related improvement opportunities are identified, solutions explored, documented and implemented in the business

The strategic QS services to be provided by the service provider(s) as directed by the Employer are mainly focussed on the QS CoE Mandate delivery. The strategic services to be rendered by the service provider(s) through utilising key PrQS personnel appointed by the Professional Service Provider(s) include but not limited to the following:

- (a) Looking deeper into organisation-wide (current and future) contracts and identifying potential contracts costs savings / optimisation opportunities. Deep diving into all Divisional QS operations and operational documentation / individual organisational contracts as directed by the Employer for the purpose of:
  - Obtaining all pertinent individual contract information (i.e. relevant operational costs / contract rates information / relevant contract data and contracting strategies)
  - Scrutinising documentation obtained in order to identify operational gaps including anomalies in contract rates for similar cost items / cost elements in various contracts and identify anomalies in contracting methodologies including contract price determination documentation, applied CPA methodologies, CPA formulae and applied CPA indices

- Identifying and documenting opportunities and various ways for organisational costs savings / costs optimisation. Quantify and present identified costs savings to the Employer. Negotiate suggested costs reductions with suppliers where necessary
  - Developing high standard QS operational methods and operational structures / standards and standardising contract rates for similar work items and cost elements across the entire business; standardising CPA methodologies, CPA Formulae and CPA Indices for similar contract work items across the business; develop and implement standard costs models across the entire organisation
  - Attending all relevant meetings and making presentations to the meetings as directed by the Employer. This includes travelling to various Employer's operational sites across the country
- (b) Development of standard QS procedures and processes; standardisation of various QS reports, QS methods, common QS issues including QS software; and providing an oversight role in the implementation standardised documentation, system and tools
- (c) Providing custodianship for centralised projects costs database applicable to the QS function and undertaking benchmarking exercises for projects costs, contract rates, QS processes, procedures, standards, systems and tools
- (d) Career-mapping and streamlining / development and enhancement of job profiles for the QS function in line with the developed career path documentation and applicable organisational Human Resources policy, processes, procedures and standards
- (e) Ensuring strategic information sharing amongst staff members of the QS community; establishing a QS community of practice
- (f) Driving skills development and professional registration of junior quantity surveying personnel; develop training materials on various key areas for the QS function (covering all PLCM phases and stages) and provide necessary training to the organisational QS fraternity; provide professional mentorship to junior QS personnel for professional registration purposes (including exposing junior QS personnel to the Service Provider's Home Office QS operations in order for the Candidate QS to cover areas of deficiencies in the required experience for Candidate QS personnel's professional registration with SACQSP - in line with the attached Appendix A and B below)
- (g) Provide *ad hoc* operational traditional QS services to various individual projects (and proposed projects) in line with the Identification of Work for Quantity Surveyors by SACQSP

## **PART 2: ESKOM HOLDINGS OPERATIONS (PROJECTS LEVEL) SCOPE**

The scope includes the provision of basic quantity surveying services rendered in all project stages / PLCM phases in line with the Identification of Work for Quantity Surveyors by SACQSP, **including but not** limited to the following:

### **A: Inception (Pre-Project Planning)**

#### ***(Need Definition & Identification of Alternatives Phase)***

- (a) Attending project initiation meetings and developing project briefs
- (b) Advising on procurement policy / issues (where applicable) and defining QS scope of work & services on a project
- (c) Preparing applicable type of construction / capital cost estimates (pre-feasibility cost estimates)
- (d) Advising on factors affecting the project and on appropriate financial design criteria

### **B: Concept & Viability**

#### ***(Alternatives Development & Selection of Single Solution Phase)***

- (a) Preparing applicable type of construction / capital cost estimates for developed alternatives and for selected single solution (feasibility / preliminary capital cost estimates of projects)
- (b) Reviewing and evaluating design concept (participating and contributing to value engineering exercises)
- (c) Participating in formulation of project documentation programme
- (d) Participating in preparation of financial viability reports / feasibility studies (where applicable)
- (e) Attending investment committee meetings

### **C: Design Development**

#### ***(Definition Phase – Selected Solution Development)***

- (a) Preparing applicable type of construction / capital cost estimates (semi-detailed / detailed cost estimates)

- (b) Reviewing designs & outline specifications (participating and contributing to value early cost control exercises)
- (c) Reviewing documentation programme
- (d) Advising on applicable CPA Indices / escalation formulae & their project cost implications (includes advising on various possible actions to be taken upfront to optimise on CPA in line with the overall Employer's requirements regarding CPA)
- (e) Preparing schedules of predicted high-level cash / cost flow as one of the inputs to Total Cost Modelling Tool
- (f) Participating in reviewing financial viability reports / verification of Cost Budget Estimates

## **D: Documentation & Procurement**

### ***(Execution Phase – Selected Solution Finalisation & Implementation)***

- (a) Participation in formulation of contract and / or procurement strategy as a multi-disciplinary team member
- (b) Preparation of pre-contract & contract documentation (relevant sections thereof)
- (c) Reviewing working drawings for compliance with approved budget(s) for construction cost and / or financial feasibility
- (d) Taking off quantities & preparing price determination documents (including Bills of Quantities; Activity Schedules and / or Schedules of Rates)
- (e) Attending site meetings for issuing of enquiry documents
- (f) Preparing detailed tender estimates of construction costs / capital costs
- (g) Rendering a comprehensive QS service on tendering & contractual arrangements (including but not limited to advising on selection of tenderers where applicable; calling of tenders and / or negotiation prices; preparation of cost / price / tender negotiation parameters; evaluating & reporting on tenders including calling of clarification meetings and making conducting tender clarifications via Employer approved channels; taking a lead role in negotiating contract rates, prices, costs, compensation events rates & fee percentages, claims, applicable CPA Indices, CPA Formulae & other relevant contract conditions; preparing technical evaluation criteria of tenders & conducting technical evaluation of tenders where applicable; attending tender adjudication meetings)

## **E: Construction**

### ***(Execution Phase – Selected Solution Finalisation & Implementation)***

- (a) Attending site handover & regular site, technical & progress meetings
- (b) Preparing schedules of predicted cash / cost flow
- (c) Exercising cost control during works progress including advising on proposed variations / compensation events and on alternative construction methods and sequencing
- (d) Assessment & reporting on cost variations, compensation events, claims & contractual issues and preparing documentation for change control purposes
- (e) Preparing valuations for interim payment certificates & reconciliation statements
- (f) Progressively measuring & recording site information for final account purposes

## **F: Close Out**

### ***(Execution Phase – Selected Solution Finalisation, Implementation, Commissioning & Handing Over)***

- (a) Preparing and agreeing final account(s)
- (b) Preparing valuations for final payment certificates & reconciliation statements
- (c) Preparing fee accounts based on appropriate fee scale & conditions of appointment

## **G: General**

- (a) Promoting professional ethics and standards by using acceptable industry standards for measurements i.e. SANS 1200, Standard System for Measuring Building Works (Latest Edition thereof), etc.
- (b) Coordinating information from engineering design team (or any other discipline design team) with regard to process, plant and equipment
- (c) Application of expert knowledge of costs and prices of the work including labour, materials, plant, transport and other applicable cost components required
- (d) Ensuring that additional and future costs are accurately estimated and value for money is obtained from projects / contracts of involvement
- (e) Making presentations to various approval authorities
- (f) Conducting site audits to ensure all costs are accounted for

- (g) Professional mentoring and managing on-the-job training of Eskom Quantity Surveying junior QS personnel in line with the attached Appendix A and B below. This is the responsibility of all PrQS consultants on the projects
- (h) Negotiating settlement of disagreements / possible contractual conflicts with contractors
- (i) Providing professional services in alignment with Eskom governance processes, procedures and systems and ensuring compliance with statutory requirements
- (j) Developing performance measurement data such as BCWS, BCWP, ACWP, BAC, etc. and ensuring that where applicable, costs are reported as per approved WBS / IWBS for projects
- (k) Projects Cost Database Development, Maintenance and Handing over to the Employer in an Employer approved usable soft format

### **3.4 DELIVERABLES**

#### **PART 1: QS CENTRE OF EXCELLENCE**

The deliverables will include all documentation in line with the QS CoE mandate delivery that will include but not limited to the following:

- QS Policy documentation
- QS Standard(s)
- Standardised QS processes and procedures across the entire PLCM
- Standardised QS systems and tools (standardised QS software), approved and implemented
- Approved QS training programmes covering the entire PLCM phases and stages
- Reports on identified potential costs savings / costs optimisation methods and strategies including quantification of proposed costs savings and presentation thereof, negotiating costs savings and reporting on achieved negotiated costs savings
- Reports on standardised contract / work item / work element rates
- Reports on standardised QS methods, CPA methods, CPA formulae and standardised CPA indices applicable to various items of work / common contracts across the entire organisation
- Standardised cost models and price determination documents including standardised Bills of Quantities for similar work packages and implementation thereof across the entire organisation

- Documentation on recommended high standard QS operational methods and operational structures across the organisation
- Approved standardised QS reports produced on all phases of the PLCM
- Reports on implementation progress of all developed standard documentation, methods, system and tools including approved standard QS software
- Maintenance of centralised projects costs database
- Reports on benchmarking exercises undertaken
- Approved QS career-mapping and streamlining / career path document
- Streamlined QS job profiles in line with the approved QS career path
- Skills development documentation and various training material including obtaining necessary approvals for learning material
- Conducting QS community of practice meetings and sharing relevant organisational information with the organisational QS fraternity; attending various meetings as required by the Employer
- Various operational QS reports produced on all phases of the PLCM in line with the developed standards

## **PART 2: ESKOM HOLDINGS OPERATIONS (PROJECTS LEVEL)**

The deliverables include all applicable basic quantity surveying reports as called for by the Employer in all project stages / PLCM phases in line with the Identification of Work for **Quantity Surveyors by SACQSP, including but not limited to the followings:**

- Attendance of project brief / project initiation meetings
- Accurate capital / construction cost estimates applicable at various project stages / PLCM phases
- Financial viability / feasibility reports (where applicable)
- Reports on applicable CPA Indices / escalation formulae & their project cost implications (includes advising on various possible actions to be taken upfront to optimise on CPA in line with the overall Employer's requirements regarding CPA)

- Schedules of predicted high-level cash / cost flow being forming critical inputs to the Total Cost Modelling Tool
- All required QS inputs into the contract and / or procurement strategy as a multi-disciplinary team member
- Pre-contract & contract documentation (relevant sections thereof)
- Reviews of working drawings for compliance with approved budget(s) for construction cost and / or financial feasibility
- Price determination documents (including Bills of Quantities; Activity Schedules and / or Schedules of Rates)
- Unambiguous explanations of the pricing sections of enquiry documents in enquiry issuing meetings
- All specific deliverables of a comprehensive QS service on tendering & contractual arrangements (including but not limited to documented advice on selection of tenderers where applicable; negotiation parameters reports; tender evaluation reports; applicable written tender evaluation clarifications with relevant vendors; clear recommendations on tender evaluations; negotiations of contract rates, prices, costs, compensation events rates & fee percentages, claims, applicable CPA indices, applicable CPA Formulae & other relevant contract conditions; applicable technical evaluation criteria of tenders & technical evaluation reports for tenders (where applicable, e.g. QS Services tenders); attendance of tender adjudication meetings)
- Attendance of site handover & regular site, technical & progress meetings
- Predicted cash / cost flow schedules
- Proactive QS Reports on variations / compensation events and on alternative construction methods & sequencing where applicable
- QS assessment reports on cost variations, compensation events, claims, contractual issues and applicable documentation for change control purposes
- Valuations for interim & final payment certificates & reconciliation statements
- Progressively agreed measures and recorded site information for the final account (progressive draft final accounts handed over to the Employer periodically as required by the Employer)

- Final Account document including statement of agreement from both the QS and the Contractor (Final Account signed by both parties to the contract)
- Interim & final fee accounts based on appropriate fee scale & conditions of appointment
- Approved on-line (manual where applicable) QS diaries for CanQS personnel for SACQSP APC submissions
- Approved APC submission documents for interim and final submissions as per requirements for each mentored CanQS
- Projects Cost Database for projects worked on (in an Employer approved usable soft format)
- Performance measurement data for BCWS, BCWP, ACWP, BAC, etc.
- Projects cost reports in accordance with approved WBS / IWBS for projects

### **3.5 REPORTING REQUIREMENTS**

The Service Provider(s) shall provide a permanent record of all work completed in a clear, readable and understandable manner. Reports shall be in English, be of high quality in compilation and be in acceptable formats. All reports are to be completed in accordance with specific instructions from the Employer that will be communicated to the Service Provider as and when required.

### **3.6 DOCUMENTATION**

The Service Provider shall keep all records and organise all project files in data banks in a systematic way with adequate indexing. Developed documentation and all outputs from the Service Provider(s) will only be complete upon approval of such documentation by the Employer.

### **3.7 FACILITIES BY THE EMPLOYER**

Office Accommodation: Under normal circumstances, the services are to be rendered on a daily basis (i.e. 8-hour working day plus 30 minutes for lunch – Monday to Friday) at the Employer's Offices as per the Task Order. Due to the current lock-down situation in the country, compliance with differing working arrangements determined by the Employer is of crucial importance. Such working arrangements may change from time to time. When the Employer has made a ruling to work-from-home for staff members that can productively work from home, the Service Provider's key staff members on the Professional Services Contract will be expected to also work from home or from their own company's offices. At such times, the key staff members should always be in the

normal vicinity for conducting work at the Employer's Offices communicated in the Task Order. Should a key staff member be called to a meeting at the Employer's Offices or be called to come to the Employer's Offices for work purposes, the time taken to get to the Employer's Offices should not be more than the normal time for travelling to the Employer's Offices from the ordinary residence of the key staff member for rendering a service at the Employer's Offices communicated in the Task Order.

The key staff members are expected to render their services (as directed by the Employer) during normal working hours. However, should the service require extra time to be taken on any particular day, approval for working additional hours is to be obtained from the Employer in writing prior to rendering the service outside the normal working hours. As this is a professional service, the rate paid for extra hours approved over and above the normal 8 working hours per day will be the same and will not allow any overtime factor. Time sheets are to be kept and submitted accordingly on a monthly basis reflecting a maximum of 8 normal hours of work per day. The other 30 minutes over and above the normal 8-hour working day is not to be claimed for payment. Only prior approved overtime hours will be allowed for payment at the same rate without any adjustment factor applied to the contractual rate. Claimed overtime hours will also not be adjusted by any overtime factor.

**Travelling:** Travelling time to and from the office is not to be claimed for payment. There will be no re-imburement for travelling from home to the ordinary place of work (Employer's Offices communicated in the Task Order or key staff member's office when applicable). Travelling to other Eskom sites (other than the base area stated on the Task Order) for business purposes will be reimbursed at the contractual rate for travelling; however, time for travelling will not be claimed as working time on the periodical time sheets. The total kilometres to be claimed for any business trip will be the kilometres proven by google map distance less the distance from the ordinary residence of the key staff member to the contractual normal place of rendering the service, i.e. Task Order applicable Employer's Office as that distance constitutes home-work-home travelling that does not incur any additional cost to the Employer.

### **3.8 FACILITIES BY THE SERVICE PROVIDER**

**Computers:** The Service Provider shall provide their own computer hardware and software with appropriate peripherals including, but not limited to printers, scanners, photocopiers, office consumables for their key staff personnel.

**Internet:** The Service Provider shall provide their own internet and data necessary for rendering the services.

**Transport and Accommodation:** The Service Provider shall provide for all their necessary transport and accommodation requirements to provide the services.

**Tools of the Trade:** The Service Provider shall provide all required “tools of the trade” for their key staff personnel to carry out their responsibilities in terms of the Professional Services Contract.

**Personal Protective Equipment:** The Service Provider shall provide all appropriate PPE, including but not limited to hard hats, reflective vests, steel toed safety shoes / boots, eye protection, dust masks, hearing protection aids, rainy weather protection, cold / icy weather protection, etc. when entering an Eskom site that requires this kind of PPE.

#### **4. RESOURCE REQUIREMENTS**

The Employer requires the Service Provider(s) to provide various categories of PrQS's and CanQS's with minimum requirements of the key resources for each category stipulated below:

<b>Resource Classification</b>	<b>Resource Description</b>	<b>Required Experience</b>	<b>Time Requirement</b>
Category A	PrQS, who is in good standing with SACQSP for the duration of the PSC Task Order	Engineering Projects Experience Exceeding 10 Years (Post-PrQS Registration)	As per the Task Order
Category B	PrQS, who is in good standing with SACQSP for the duration of the PSC Task Order	Engineering Projects Experience Exceeding 5 Years up to a maximum of 10 Years (Post-PrQS Registration)	As per the Task Order
Category C	PrQS, who is in good standing with SACQSP for the duration of the PSC Task Order	Engineering Projects Experience Exceeding 3 Years up to a maximum of 5 Years (Post-PrQS Registration)	As per the Task Order
Category D	PrQS, who is in good standing with SACQSP for the duration of the PSC Task Order	Engineering Projects Experience from 0 up to 3 Years (Post-PrQS Registration)	As per the Task Order
Category E	CanQS, who is actively pursuing PrQS registration with SACQSP for the duration of the PSC Task Order	Engineering Projects Experience Exceeding 5 Years	As per the Task Order
Category F	CanQS, who is actively pursuing PrQS registration with SACQSP for the duration of the PSC Task Order	Engineering Projects Experience from 2 to 5 Years	As per the Task Order

## **5. AUTHORISATION**

This document has been seen and accepted by:

<b>Name</b>	<b>Designation</b>
Beke Moloji	General Manager Project Support (Acting), Group Capital Division
Dr Rudolph van Buuren	General Manager (Acting), Strategic Projects Department
Gcobisa Mashegoana	Senior Manager Projects Execution, Transmission Group
Simphiwe Mbonambi	Senior Manager Commercial, Distribution Division
Thabiso Moirapula	Senior Manager Outage CoE, Generation Division

## **6. REVISIONS**

None

## **7. DEVELOPMENT TEAM**

The following people were involved in the development of this document:

- Carl Mamabolo PrQS
- Letlotlo Mtila PrQS
- Lucky Nematikonde PrQS

## **8. ACKNOWLEDGEMENTS**

N/A

## 9. APPENDIX A

### REQUIRED PROFESSIONAL EXPERIENCE FOR PrQS REGISTRATION COMPULSORY ACTIVITIES AND REQUIRED HOURS FOR CanQS EXPOSURE UNDER SUPERVISION OF PrQS MENTOR

A	B	C	D	E	F
SACQSP Activity No.	Project Stage and / or Project Stage Activity	Target Hours [Route I]	Target Hours [Route II]	Interim APC Min. Hours [Route I]	Interim APC Min. Hours [Route II]
<b>1</b>	<b>Project Stage 1 - Inception</b>	<b>4,60%</b>	<b>4,60%</b>	<b>4,60%</b>	<b>4,60%</b>
1,1	Developing project briefs and attending project initiation meetings	85,5	114	42,75	57
1,2	Advising on procurement policy for the project	57	76	28,5	38
1,3	Defining the QS scope of work and services, services agreements	57	76	28,5	38
1,4	Advising on factors affecting the project and on appropriate financial design criteria	85,5	114	42,75	57
<b>Sub-Total</b>		<b>285</b>	<b>380</b>	<b>142,5</b>	<b>190</b>
<b>2</b>	<b>Project Stage 2 - Concept &amp; Viability</b>	<b>9,43%</b>	<b>9,43%</b>	<b>9,43%</b>	<b>9,43%</b>
2,1	Agreeing project documentation programme	57	76	28,5	38
2,2	Reviewing and evaluating design concept / value engineering (# Excl. by Construction)	128,2	171	64,1	85,5
2,3	Preparing preliminary estimates of construction cost	171	228	85,5	114
2,4	Assisting in preparation of financial viability reports / feasibility studies (# Excl. by Construction)	171	228	85,5	114
2,5	Auditing space allocations against the initial brief (# Excl. by Construction)	57	76	28,5	38
<b>Sub-Total</b>		<b>584,2</b>	<b>779</b>	<b>292,1</b>	<b>389,5</b>
<b>3</b>	<b>Project Stage 3 - Design Development</b>	<b>13,90%</b>	<b>13,90%</b>	<b>13,90%</b>	<b>13,90%</b>
3,1	Reviewing the documentation programme	42,7	57	21,35	28,5
3,2	Reviewing design and outline specifications and exercising cost control	128,2	171	64,1	85,5
3,2	Reviewing design and outline specifications and exercising cost control	5,7	7,6	2,85	3,8
3,3	Preparing detailed estimates of construction cost	427,5	570	213,75	285
3,4	Reviewing the financial viability report / audit of Cost Budget Estimates	128,2	171	64,1	85,5
3,5	Preparing area schedules and advising on space and accommodation allowances (# Excl. by Construction)	42,7	57	21,35	28,5
3,6	Advising on escalation formulae and their project implication	85,5	114	42,75	57
<b>Sub-Total</b>		<b>860,5</b>	<b>1147,6</b>	<b>430,25</b>	<b>573,8</b>
<b>4</b>	<b>Project Stage 4 - Documentation &amp; Procurement</b>	<b>26,23%</b>	<b>26,23%</b>	<b>26,23%</b>	<b>26,23%</b>

4,01	Assisting in the formulation of procurement strategy for contractors, sub-contractors and suppliers	57	76	28,5	38
4,10	Preparing contract documents (pre-contract documentation)	28,5	38	14,25	19
4,11	Understanding the roles, requirements and responsibilities of cost engineers and the use of cost elements (WBS) (* Excl. by Engineering)	28,5	38	14,25	19
4,12	Preparation of health and safety requirements for building projects (# Excl. by Construction)	57	76	28,5	38
4,13	Preparation and application of health and safety requirements per engineers requirements, particularly on Mining Projects (* Excl. by Engineering)	57	76	28,5	38
4,02	Reviewing working drawings for compliance with the approved budget for construction cost and / or financial viability	114	152	57	76
4,03	Preparing documentation for both principal and subcontract procurement including the measurement and design of work, and the drafting of preliminaries, preambles and contract conditions	228	304	114	152
4,04	Taking off of quantities and preparing price determination documents, including abstracts, schedules and pricing specialist construction elements in accordance with industry practice norms	399	532	200	266
4,05	Preparing schedules of quantities for engineering works (civils, structural, piping and electrical) and the various methods of measurement (* Excl. by Engineering)	399	532	199,5	266
4,06	Advising on selection of tenderers	57	76	28,5	38
4,07	Calling of tenders and / or negotiation of prices	114	152	57	76
4,08	Evaluating and reporting on tenders, including clarification meetings	57	76	28,5	38
4,09	Preparing contract documents (post-contract documentation)	28,5	38	14,25	19
<b>Sub-Total</b>		<b>1624,5</b>	<b>2166</b>	<b>812,25</b>	<b>1083</b>
<b>5</b>	<b>Project Stage 5 - Construction</b>	<b>32,22%</b>	<b>32,21%</b>	<b>32,22%</b>	<b>32,21%</b>
5,1	Attending site handover and regular site, technical and progress meetings	228	304	114	152
5,2	Preparing schedules of predicted cash flow	171	228	85,5	114
5,3	Cost control during progress of the works including advising on proposed variations and on alternative construction methods and sequencing	285	380	142,5	190
5,4	Reporting on cost variations and contractual issues	171	228	85,5	114
5,5	Adjudication and resolving financial claims by the contractor, subcontractors and / or suppliers	285	380	142,5	190
5,6	Preparation of valuations for interim payment certificates and reconciliation statements	570	760	285	380

5,7	Measuring and recording site information for final account purposes	285	380	142,5	190
<b>Sub-Total</b>		<b>1995</b>	<b>2660</b>	<b>997,5</b>	<b>1330</b>
<b>6</b>	<b>Project Stage 6 - Close Out</b>	<b>9,20%</b>	<b>9,20%</b>	<b>9,20%</b>	<b>9,20%</b>
6,1	Preparing and agreeing final account(s)	285	380	142,5	190
6,2	Preparing valuations for final payment certificates and reconciliation statements	228	304	114	152
6,3	Preparing fee accounts based on appropriate fee scale and conditions of appointment	57	76	28,5	38
<b>Sub-Total</b>		<b>570</b>	<b>760</b>	<b>285</b>	<b>380</b>
<b>7</b>	<b>Specialization</b>	<b>4,41%</b>	<b>4,42%</b>	<b>4,41%</b>	<b>4,42%</b>
7,1	Project planning and project management	5,7	7,6	2,85	3,8
7,11	Planning or programming of contract works	57	76	28,5	38
7,12	Procurement of plant and materials	57	76	28,5	38
7,13	Resource determination, scheduling and purchasing	57	76	28,5	38
7,2	Dilapidations and maintenance	2,8	3,8	1,4	1,9
7,3	Office management, resource allocation and budgeting	57	76	28,5	38
7,4	Taxation allowance and grants	28,5	38	14,25	19
7,5	Insurance	2,8	3,8	1,4	1,9
7,6	Litigation and arbitration	2,8	3,8	1,4	1,9
7,7	Insolvency and liquidation	2,8	3,8	1,4	1,9
<b>Sub-Total</b>		<b>273,4</b>	<b>364,8</b>	<b>136,7</b>	<b>182,4</b>
<b>TOTAL FOR ALL SEVEN KEY AREAS</b>		<b>6 192,60</b>	<b>8 257,40</b>	<b>3 096,30</b>	<b>4 128,70</b>

**NOTES**

(i) Column A : SACQSP work activity numbers as per the QS online Diary System

(ii) Column B : Project stages and compulsory work activities in which a CanQS must obtain supervised practical experience

(iii) Column C : SACQSP target hours of recorded professional experience in the process of PrQS registration (Final APC Submission) for a CanQS with an SACQSP accredited BScQS Hons or any SACQSP Accredited SAQA 480 NQF Credit Qualification

(iv) Column D : SACQSP target hours of recorded professional experience in the process of PrQS registration (Final APC Submission) for a CanQS with an SACQSP accredited BTechQS or any SACQSP Accredited SAQA 360 NQF Credit Qualification

(v) Column E : SACQSP target hours of recorded professional experience in the process of PrQS registration (Interim APC Submission) for a CanQS with an SACQSP accredited BScQS Hons or any SACQSP Accredited SAQA 480 NQF Credit Qualification

(vi) Column F : SACQSP target hours of recorded professional experience in the process of PrQS registration (Interim APC Submission) for a CanQS with an SACQSP accredited BTechQS or any SACQSP Accredited SAQA 360 NQF Credit Qualification

*It is the PrQS Mentor's responsibility to expose (for the purpose of gaining on the job practical experience) the protégée being mentored to all the professional activities as listed in the 6 project stages above and in the specialisation's area. The mentor must ensure that the mentee registers with SACQSP as a CanQS and keeps up to date with the SACQSP online diary entries and that diary entries are approved by the mentor on a daily basis. Before the mentee is registered as a CanQS with SACQSP, the PrQS mentor must ensure that manual diaries are kept and signed off by both the mentee and mentor on a weekly basis. An example of a manual diary sheet is attached. The CanQS / mentee must be exposed to each activity for a minimum hours as shown on the relevant column above for interim submission and for the minimum hours shown above for final submission. In areas where certain activities are not taking place in the project(s) where the mentor is rendering the QS services to Eskom Holdings Limited, it is the mentor's responsibility to identify those activities lagging behind and either send the mentee candidate on an ad hoc basis to the mentor's home office to get the necessary exposure in the identified activities and ensure that hours of exposure in those activities are recorded in the diary system and approved by the mentor accordingly. No extra payment will be made to the service provider for this kind of exposure. Where certain activities are neither performed in the projects of rendering the QS services by the mentor nor in the mentor's home office, the mentor should identify such areas and arrange time with the mentee to go through hypothetical typical scenarios in which the mentor will demonstrate to the mentee how the particular service is rendered and create hypothetical assignments for the mentee to undertake the service(s) themselves. All the hours spent in these activities are to be recorded in the online or manual diary system and approved accordingly by the mentor. This should only take place in extreme cases where deficiencies in professional experience gained are identified and the gap cannot be closed by activities in the mentor's home office and the SACQSP interim and / or final submission dates are getting closer. The mentor must fulfil all the responsibilities of a professional mentor / supervisor as prescribed by SACQSP including the signing-off of all APC submissions to the SACQSP.*

## 10. APPENDIX B

### MANUAL DIARY ENTRIES for WEEK No. 1 (Example)

Date	Brief Project Description (Incl. Project Name; Start & End Date; Project Value; Engineering Discipline)	Nature of professional work carried out (Activity Description)	Hours Accumulated on the Activity	SACQSP Activity No.	
31-Aug-21	Replacement of Existing Turbine Block (Planned Start Date 01 March 2021; End Date 09 September 2022; Budget Value ZAR2,5 Billion; Mechanical Eng Project)	Attending project initiation meeting	3,5	1,1	
		Boiler Refurbishment (Start Date 01 April 2019; End Date 30 September 2020; Contract Value ZAR110 Million; Mechanical Eng Project)	Attending progress meeting	2	5,1
		Measuring on site in preparing valuations for interim payment certificate	3	5,7	
01-Sep-21	Boiler Refurbishment (Start Date 01 April 2019; End Date 30 September 2020; Contract Value ZAR110 Million; Mechanical Eng Project)	Preparation of proposed project negotiation mandate parameters	6	5,6	
		Replacement of Existing Turbine Block (Planned Start Date 01 March 2021; End Date 09 September 2022; Budget Value ZAR2,5 Billion; Mechanical Eng Project)	Advising on procurement policy for the project on the contract strategy meeting or multi-disciplinary meeting	2,5	1,2
02-Sep-21	Project X Brief description	Preparation of proposed project negotiation mandate parameters	8,5	4,07	
03-Sep-21	Project Y Brief description	Evaluating tenders	8,5	4,08	
04-Sep-21	Project Z Brief description	Evaluating compensation events	6	5,3	

Candidate's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Candidate's Signature: \_\_\_\_\_

Date: \_\_\_\_\_