



Group Capital Division

APPENDIX A
REQUEST FOR INFORMATION:
Independent Governance, Compliance & Assurance
(iGC&A) Services

RFI No. E3056GCDMWP

Deadline for submission

10:00h

07 July 2026

RFI Document Structure



Request for Information



Information Memorandum



Appendix A – Draft Scope of Work

Section



Request for
Information

PART A
REQUEST FOR INFORMATION (RFI)

Description of the works/goods/services	Independent Governance, Compliance & Assurance (iGC&A) Services
Non-Compulsory Clarification meeting	25 June 2026 at 10h00
Location	MS Teams
Deadline for Submission	07 July 2026
At (South African Standard Time)	10h00
Tender Office Address	Request for Information (RFI) is to be submitted electronically via Eskom E-tendering site by the stipulated closing date and time.

Eskom Holdings SOC Ltd ("Eskom") invites you to respond to this **Request for information (RFI)** and:

- This RFI is a standalone information-gathering and market-testing exercise, intended only to inform and assist Eskom's further deliberation and development of a strategy for the provision of IGC&A services to Eskom's Group Capital Division (GCD). To submit clarification questions relating to the services detailed above information can be shared with the contact whose details can be found below.

Ngwanamahula Makgai
Officer Procurement
MakgaiNI@eskom.co.za
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We look forward to receipt of your response.

PART B
**RESPONSE SHEET IN TERMS OF A REQUEST
FOR INFORMATION**

TO BE COMPLETED BY THE SUPPLIER

To	Eskom Holdings SOC LTD	Date Insert today's date	[INSERT]
Attention			
Tel no Insert your telephone number		E-mail address Insert your email address	
From Insert the registered full legal name of the company		Address Insert the business address of the company	
Address Insert the physical address of the company			
Sender Insert the full name of the sender at the company			
Description of the works/goods/services	Refer to Appendix A of the attached Information Memorandum contained in Section 2.		

Market Sounding Questionnaire (MSQ)

We would be grateful if you could answer each of the below questions to help us optimise the procurement strategy for the services. **Please input your responses into the accompanying excel spreadsheet.**

4.1 General Questions

Question	Type of Response Required
Respondent Name	Short Answer
Respondent Position	Short Answer
Respondent Contact Email	Short Answer
Full Organisation Name	Short Answer
Registered Company Number	Short Answer
Do you have offices in South Africa?	Yes / No (Y/N)
Total Number Employees (based in South Africa)	Dropdown
0-100	Dropdown
100-250	Dropdown
250-500	Dropdown
500+	Dropdown
Do you have international offices? If so, where are they located?	Short Answer
Total Number Employees (Based Internationally)	Dropdown
0-100	Dropdown
100-250	Dropdown
250-500	Dropdown
500+	Dropdown

What was your annual turnover in the last financial year in South Africa? Dropdown

< ZAR15m p.a.	Dropdown
ZAR15m-150m p.a.	Dropdown
ZAR150m – 800m p.a.	Dropdown
>ZAR 800m p.a.	Dropdown

What was your **total** annual turnover in the last financial year? Dropdown

< ZAR15m p.a.	Dropdown
ZAR15m-150m p.a.	Dropdown
ZAR150m – 800m p.a.	Dropdown
>ZAR 800m p.a.	Dropdown

Do you currently contract with Eskom? Y/N

Have you previously contracted Eskom in the past 5 years? Y/N

What approximate percentage of your annual turnover from the last financial year is attributable to Eskom contracts? %

How does your organisation view Eskom as a client: Dropdown
[please note that your answer will be anonymized and not attributed to your organisation]

Core account – high value, high attractiveness – a strategic relationship that is both valuable and desirable	Dropdown
Developing account – low value, high attractiveness – potential for growth and collaboration	Dropdown
Unattractive account – high value, low attractiveness – offers significant benefit by requires more effort to manage	Dropdown
Nuisance account – low value, low attractiveness – often seen as a waste of time and resources	Dropdown

Please indicate your organisation's parent company or national/global owner, as well as any subsidiaries.

Short Answer

Eskom previously released tenders for these services in 2025. If you were aware of these, but did not decide to bid for this work, what drove your decision not to? How can we optimise our procurement approach in future to become more attractive?

Short Answer

Are you likely to tender for this scope of service if the tender is reissued?

Y/N

If no, please explain why.

Short Answer

4.2 Technical Capability

Question	Type of Response Required
Please indicate your core technical / service capabilities from the below: (Please select the most applicable option(s) and expand if required in the 'Other' field)	Multiple Choice
Coal Fired Technologies	Multiple Choice
Hydro and Pumped Storage Technology	Multiple Choice
Open or Combined Cycle Gas Turbines	Multiple Choice
Heat Recovery Steam Generator Power Technology	Multiple Choice
Renewables Technologies	Multiple Choice
Energy Storage Technologies	Multiple Choice
Nuclear Technologies	Multiple Choice
Emissions Abatement Technologies	Multiple Choice
Civil and structural design applicable to specific Technologies	Multiple Choice
Power Transmission and Distribution engineering, technologies for infrastructure development and execution and associated works	Multiple Choice
Marine Environmental adherence	Multiple Choice

Commercial Property	Multiple Choice
Gas Power Generation Technologies	Multiple Choice
Pipelining technologies (water, gas etc.)	Multiple Choice
Mining Technology and developments	Multiple Choice
Existing building infrastructure refurbishment enhancement and modernisation	Multiple Choice
Information Technology (IT) /Operational Technology (OT) Projects	Multiple Choice
Distribution Infrastructure Technology	Multiple Choice
Transmission Infrastructure Technology	Multiple Choice
Other Capabilities	Short Answer
For the top three capabilities you have selected above, please outline the approx. number of staff per specialisation employed at your organisation	Short Answer

4.3 Scope of Works

With regards to the below scope, please identify whether the requirements are core services for your organisation, and which elements you may need to subcontract or partner to deliver and which elements you cannot (or wouldn't want to) perform by inputting a 'X' into the corresponding column. Further detail on individual scope items can be found in Appendix A.

Definitions for each criteria are as follows:

- Core: Your organisation can deliver this scope component directly using your own internal resources, capabilities, and expertise.
- Partner: Your organisation can deliver this scope component in collaboration with a strategic partner with whom you have an established relationship.
- Sub-contract: Your organisation outsources this scope component to a third party on a project-by-project basis.
- Cannot perform: Your organisation does not have the capability, capacity, or intent to deliver this scope component, either directly or through partners or subcontractors.

Service 1:	Core Service	Partner	Sub-contract	Cannot perform
Portfolio, programme and project reporting, and data management				
Consolidated Reporting Package				
Ad Hoc Reporting Support				
Quality Assured Reporting				
Business Documentation & Records System				
Service 2:	Core Service	Partner	Sub-contract	Cannot perform
Portfolio, programme, project and related processes governance and compliance				
Compliance Policy Alignment Report				
Governance & Compliance Reviews				
Project Compliance Review Pack (Aligned to Eskom Holdings Value Chain (EHVC) & Process Control Manuals (PCMs))				
Governance Failure Response Plan & Lessons Learned Register				
Service 3:	Core Service	Partner	Sub-contract	Cannot perform
Portfolio, programme, project and related processes monitoring and assurance reviews and reports				
Portfolio, Programme & Project Assurance Reports				
Project Lifecycle Management (PLCM) Assurance Reports				
Independent Evaluation and Assurance Review Briefs				
Contract & Claims Review Reports				
Schedule, Cost, Risk & Variance Analysis Reports				

Integrated Analytical Assessments Pack				
Integrated Cost-Schedule Forecast Reports				
Project Success Probability Assessments				
Key Milestone Database				
Performance Trend & Forecasting Dashboard				
Recommendations & Lessons-Learned Implementation Log				
Stakeholder Feedback & Presentation Pack				
Knowledge Transfer & Skills Development Sessions				
Service 4: Project performance analysis through issue exploration	Core Service	Partner	Sub-contract	Cannot perform
Integrated Performance Assessment Reports				
Performance Deviation Early Warning & Root Cause Analysis Pack				
Organisational Weakness & Latent Deficiency Diagnostic Report				
Recommendation Implementation Tracking Dashboard				
Organisational Defence Strengthening Plan				
Knowledge Management System & Practice Guide				
Lessons Learned Lifecycle System				
Good Practice Reinforcement Reports				

Are the above professional service scopes appropriate and aligned with current market practices? Please explain your answer.

Short Answer

From your experience to what degree would structure knowledge transfer, mentoring and coaching be applicable to these services? Is the scope of knowledge-sharing described feasible? Please explain.

Short Answer

4.4 Market Capacity

Question	Type of Response Required
What is the largest value infrastructure project you worked on in the last 3-5 years?	Dropdown
Under R500M	Dropdown
R500M – R2B	Dropdown
R2B – R10B	Dropdown
R10B – R50B	Dropdown
Over R50B	Dropdown
Please provide a brief description of the project including title, industry, role and start and end dates	Short Answer
On average, approximately what % of your labour/ resources supply is 'in house' and what percentage do you typically sub-contract?	Short Answer
Based on your response to 4.3 'Scope of Work', does your organisation have sufficient capacity and capability to deliver the scope of services relevant to your area(s) of expertise? Please explain your answer.	Short Answer
Please confirm what work you are committed to delivering over the next two years	Short Answer

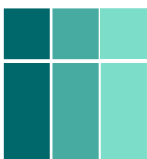
4.5 Packaging

Question	Type of Response Required
What is your first preference packaging arrangement for delivering the required services?	Dropdown
 ONE PACKAGE One supplier delivers all GC&A services under a single contract	Dropdown
 BY SCOPE ELEMENT Each major requirement is procured and contracted independently	Dropdown

	BY SERVICE DISCIPLINE Related services are grouped into logical bundles, while independent ones remain separate	Dropdown
	THIN CLIENT – SINGLE PACKAGE The client retains a core team focused on strategic coordination, while suppliers are responsible for the execution of the work	Dropdown
	THICK CLIENT – SINGLE PACKAGE The client retains control of the core project, self-delivering work while engaging contractors for specific, specialist services.	Dropdown
	SMALL/MEDIUM/LARGE WORKS Panel structured by value/ complexity tiers, not service type	Dropdown
	INDIVIDUAL PACKAGES Each requirement (and potentially sub-components) is packaged independently and flexibly	Dropdown
Please explain your packaging first preference		Short Answer
What is your second-preference packaging arrangement for delivering the required services?		Dropdown (same packaging options as previous question)
What is your third-preference packaging arrangement for delivering the required services?		Dropdown (same packaging options as previous question)
Please provide details of any alternative options you think Eskom should consider		Short Answer
What is the maximum package size (ZAR) you would bid for in the context of these Professional Services scopes?		Dropdown
Under R500M		Dropdown
R500M – R2B		Dropdown
R2B – R10B		Dropdown
R10B – R50B		Dropdown
Over R50B		Dropdown

What is the Minimum package size (ZAR) you would bid for in the context of these Professional Services scopes? Dropdown (same package size options as previous question)

4.6 Contracting Model

Question	Type of Response Required
What would be your preferred delivery/contracting model arrangement for the required services?	Dropdown
 SINGLE CONTRACT One supplier delivers all GC&A services under a single contract	Dropdown
 FRAMEWORK CONTRACT – SINGLE SUPPLIER NEC Framework contract is awarded to one supplier with works 'called off' from the framework on an as required basis	Dropdown
 FRAMEWORK CONTRACT – MULTIPLE SUPPLIERS Multiple framework contracts are awarded to, say, 3 suppliers. Works are allocated by task order or let by mini competition between parties	Dropdown
 PANEL CONTRACT – MULTI-PARTY Panel contract awarded comprising multiple suppliers. Works awarded via mini competition	Dropdown
 CONTESTABLE WORKS – PERFORMANCE BASED Works are awarded to empanelled suppliers on a mini-competition basis, and subject to supplier performance	Dropdown
Based on your first packaging preference '4.5 Packaging - 1a', how would you tender for these services?	Dropdown
Please select all applicable options (X) below	
Directly	Dropdown
Joint Venture	Dropdown

Subcontract Selected Components	Dropdown
If you have selected 'subcontract selected components', if so, which components?	Short Answer
Based on your second packaging preference '4.5 Packaging – 1c', how would you tender for these services?	Dropdown
Please select all applicable options (X) below	
Directly	Dropdown
Joint Venture	Dropdown
Subcontract Selected Components	Dropdown
If you have selected 'subcontract selected components', if so, which components?	Short Answer
Based on your third packaging preference '4.5 Packaging – 1d', how would you tender for these services?	Dropdown
Please select all applicable options (X) below	
Directly	Dropdown
Joint Venture	Dropdown
Subcontract	Dropdown
If you have selected 'subcontract selected components', if so, which components?	Short Answer

4.7 Contract

Question	Type of Response Required
Does your organisation have prior experience working under a NEC3 contract? If you answer 'No', please skip question 3a	Y/N
Given the nature of the services described which NEC3 Main Option do you believe is best suited?	Dropdown
Option A - Priced contract with activity schedule	Dropdown
Option C - Target contract with activity schedule	Dropdown
Option E - Cost reimbursable	Dropdown
Option G - Term Contract	Dropdown

A combination of options across packages	Dropdown
Which Pricing Structure would be most appropriate for these services?	Dropdown
Fixed price per task / activity	Dropdown
Rates-based with defined ceilings	Dropdown
Target cost with open-book transparency	Dropdown
Mixed pricing model	Dropdown
Other	Dropdown
Please explain your answer. If you selected other, please provide further details	Short Answer
What contract duration would you consider appropriate for these services?	Dropdown
4 years	Dropdown
3 + 1 years (3-year base + 1-year extension)	Dropdown
2 + 2 years (2-year base + 2-year extension)	Dropdown
1 + 1 + 1 + 1 years (annual renewals)	Dropdown
Other (please explain)	Short Answer
What elements of the contract structure, if any, would deter you from submitting a bid?	Short Answer

4.8 Out to Market

Question	Type of Response Required
What tender response time would you typically expect for a tender of this scale/complexity?	Dropdown
3 weeks	Dropdown

4 weeks

Dropdown

5 weeks

Dropdown

6 weeks

Dropdown

> 6 weeks

Dropdown

If you have previously responded to an Eskom tender,
have you found the clarification process effective?

Y/N

Please explain your answer

Short Answer

Do you see value in having the opportunity to provide an
alternative offer to Eskom for these services?

Y/N

Please explain your answer

Short Answer

4.9 Global Influence & Innovation

Question	Type of Response Required
To your knowledge, which projects in the South African market do you expect to tender for over the next six months that may compete with this opportunity?	Short Answer
What global and local factors are likely to influence costs for your services over the coming year?	Short Answer
What key risks do you see in the local market that may impact delivery of your services? i.e. skills shortages, competing pipelines, cost inflations, geo-political volatility, etc.	Short Answer

Section



Information
Memorandum

Introduction



Group Capital Division (GCD) has been repositioned with a directive for strategically planning, developing, and executing large, complex and strategic capital projects in Eskom.

To help capacitate GCD and, over time, transfer skills and knowledge to GCD staff, we are appointing a number of specialist long-term contract 'partners'.

Through this Request for Information (RFI) process, Eskom is seeking the input and support of the market to inform and shape the procurement strategy for the provision of Independent Governance, Compliance & Assurance (iGC&A) services.

Eskom previously endeavoured to procure these services however, unfortunately, for varying reasons this procurement was unsuccessful. The need for the services remains.

To ensure that Eskom's procurement strategy is aligned with market drivers and appetite, Eskom is exploring a number of options as to how these services should be best structured and procured, through this market engagement process. These options are set out in this RFI document.

To ensure that they are optimally packaged, we would warmly welcome your honest feedback as to your preferences in relation to works packaging, commercial framework, timing and scoping, as well as some other items.

We appreciate you taking the time to support this important exercise.

Roman Crookes

Group Executive, Group Capital Division

Introduction to GCD

The Group Capital Division (GCD) of Eskom is accountable for strategically planning, developing, and executing capital projects in Eskom. These capital projects are classified in accordance with their complexity and strategic importance.

GCD is in the process of deploying a revised operating model, aligned to its mandate, to deliver world-class project execution. The phased roadmap of the GCD mandate is founded on three strategic components, namely: project delivery, project management Centre of Excellence (blueprint) development, and enhanced oversight and assurance.

The primary focus of GCD is on:

- **Project delivery** – Strategically planning, developing and executing world-class, large, complex and strategic projects, in capital expenditure environments, through project concept development and front-end planning, project execution and to final commissioning and commercial operation.
- **Project Management Centre of Excellence (CoE's) - blueprint** - Serves as the central hub of excellence establishing a world-class project, programme and portfolio methodology development and implementation (blueprinting) service. This is applicable where GCD may not be directly involved with the execution of projects, however, will provide world class project management methodologies and will set planning and execution strategies, policies and procedures in place across all Divisions and subsidiaries where projects are undertaken. The CoE's will provide expert support services through training, capacity building and best-in-class project management tools. This ensures that every project adopts leading practices, processes and controls.
- **Governance, Compliance & Assurance (GC&A)** – Executes independent monitoring and assurance reviews/audits on projects, programmes and portfolios for the Eskom Board and EXCO where requested, as well as across all Divisions and subsidiaries as mandated to do so. Reporting will be done on project performance at all governance levels and across all Divisions, establishing benchmarks for cost, quality, time, safety and risk. This ensures that visibility, accountability, safety and quality are embedded into every aspect of project management. It also includes assurance on governance and project management methodologies as required by the Project Management CoE (Blueprint.)

GCD fosters a culture of accountability, continuous improvement and institutional learning. This positions both the Division and Eskom to address immediate challenges while future-proofing growth and long-term sustainability in an increasingly complex energy landscape.

Three cornerstones of the GCD mandate – Across Eskom and its subsidiaries

- To strategically plan, develop and execute world-class large, complex and strategic projects (Capex and Opex),
- To be the Centre of Excellence to establish world-class blueprint project management entities and set planning and execution strategies, policies and procedures in place,
- Independent project oversight and assurance.

The profile of the capital projects delivered within GCD is summarised (not exclusive) below.

- Coal Fired Technologies
- Hydro and Pumped Storage Technology
- Open or Combined Cycle Gas Turbines Technology
- Heat Recovery Steam Generator Power Technology
- Nuclear Technologies
- Renewables Technologies
- Energy Storage Technologies
- Emissions Abatement Technologies
- Information Technology (IT) /Operational Technology (OT) Projects
- Distribution Infrastructure Technology
- Transmission Infrastructure Technology

Introduction to GC&A

GCD provides governance, compliance and assurance on all projects within GCD and selected projects across the Eskom divisions and subsidiaries.

GCD has established the GC&A Business Unit with the mandate to oversee group project governance frameworks, compliance and providing monitoring, oversight and assurance, supported by strategic project reporting and evaluation.

GCA is considering the appointment of suitably qualified supplier(s) to provide services to enable GC&A to deliver on its mandate. This RFI will be used to inform the procurement strategy for these services.

GC&A's Strategic Contribution

GC&A is an advisory organisation and mandated to provide the Eskom Board, the Eskom Executive Committee (EXCO), the Group Chief Executive Officer (CEO) and the GCD Group Executive (GE) independent governance, compliance and assurance reports and reviews on validated project data across Eskom's divisions and subsidiaries' portfolios, programmes and projects. Timely visibility on critical and constraining issues, recommendations and solutions is provided in support of successful asset creation and infrastructure project delivery. GC&A is an enabler that strives for continuous improvement through embedment and management of lessons learned.

The GC&A business unit is instrumental in independently engaging with the project teams, analysing progress and identifying improvements to execution methodology to enable key projects specific milestones to be met. This focus, coupled with strategic and tactical "deep dives" (comprehensive reviews) analysis will result in enhancing the projects likely successful outcome. In addition, collaborative reviews will be scheduled with the intention of undertaking deep interrogation of the project schedules and cost, providing an independent view of project delivery.

GC&A will also provide robust oversight services through issue exploration by following the 'Defence in Depth' philosophy. This approach enables precursors for performance deviations to be made visible, determines root and contributing causes of project performance deviations, provides analysis on organisational weakness classifications, and tracks and monitors delivery with solution driven recommended plans to deal with negative performance deviations.

The purpose of the GC&A function within GCD is to:

- Avoid performance deviations proactively by anticipating events and managing the

way they impact on projects.

- Minimise the error rate by focusing on strengthening GCD's defences and the rigorous use of prevention and improvement techniques.
- Reduce error consequence by eliminating latent flaws and focusing on organisational effectiveness and reinforce good practices.

The key objectives of GC&A are to:

- Demonstrate that Executive Management is in control of its mandate with focus on projects, resolving material issues in an expeditious manner within the agreed parameters i.e. schedule, cost, risk, safety, health, environment, and quality.
- Support delivery of GCD's mandate by providing timeous visibility on critical constraining issues and in collaboration with project sites provide recommendations to manage project risks and issues and to implement timeous interventions/mitigations to expedite execution.

The value proposition of the GC&A Business Unit is:

- A single point of accountability for project oversight, monitoring, assurance, and compliance review services in support of successful project delivery and benefits realisation.
- To facilitate transparent reporting and the promotion of continuous improvement of capital performance (i.e. portfolios, programmes, and projects), achieved through continuous strategic and tactical oversight and assurance and its key activities that supports the capabilities applicable to project delivery.

Objectives for Independent GC&A (iGC&A) Services

Given the scale of the Eskom and GCD capital programme, GCD's GC&A function does not have the requisite capacity provide comprehensive GC&A functionality across the whole portfolio. In recognition of this, GCD is considering appointing an iGC&A Partner to help capacitate GC&A in the short to medium term, to transfer knowledge and skills to the permanent team, and in doing so will help GC&A achieve the following strategic objectives:

- Enhanced effectiveness of risk management, governance, and controls.
- Leveraged digitalisation to improve quality of information.
- Improved reputation to be beyond reproach.
- Attract, develop, and retain skills.

The iGC&A Services will likely comprise of 4 areas, as follows:

Service Description	Strategic Objectives supported
Portfolio, programme and project reporting and data management.	• Leveraged digitalisation to improve quality of information. • Attract, develop, and retain skills.

Portfolio, programme, project and related processes governance and compliance.	- Ensure portfolio, programmes and portfolios meet their approved objectives and benefits. - Enhanced effectiveness of risk management, governance, and controls. - Attract, develop, and retain skills.
Portfolio, programme, project and related processes oversight, monitoring and assurance reviews/reports.	- Ensure portfolio, programmes and portfolios meet their approved objectives and benefits. - Improved reputation to be beyond reproach. - Attract, develop, and retain skills.
Project performance analysis through issue exploration	- Ensure portfolio, programmes and portfolios meet their approved objectives and benefits. - Improved reputation to be beyond reproach. - Attract, develop, and retain skills.

Market Sounding Overview

Context

Eskom is undertaking a structured market engagement process to inform the procurement of these professional services requirements critical to the successful delivery of its capital program - Governance, Compliance & Assurance (GC&A).

This Request for Information (RFI) is issued as part of an early market engagement process and is not a formal procurement. Eskom is not seeking pricing or binding commitments at this stage. Instead, this RFI aims to gather market insight to shape a robust, attractive, and deliverable procurement approach.

Eskom is undertaking an early market engagement process to better understand **market capacity, capability, appetite and preferences** in relation to GC&A professional services requirements. The information gathered through this process will be used to inform the development, structure and conditions of upcoming tenders, to allow the highest quality responses from potential providers.

At a high level, Eskom is seeking to establish strong governance, compliance, and assurance across all GCD projects, as well as selected initiatives within its divisions and subsidiaries. This includes overseeing group-wide project governance frameworks, ensuring adherence to compliance requirements, and providing robust monitoring, oversight, and assurance, supported by strategic project reporting and evaluation.

The scope and delivery approach are subject to refinement based on market feedback.

Why Market Engagement Matters

Market engagement is a strategic prerequisite for effective public procurement. It strengthens the procurement lifecycle by improving transparency, reducing delivery risk, and expanding competitive participation, driving fairness and value for money outcomes.

Supports requirement definition

Early engagement with the market helps validate scope, specifications and feasible outcomes against real market capability, reducing the risk of unrealistic requirements.

Builds trust

Structured engagement fosters open communication between state entities and suppliers, clarifies expectations, and reduces the likelihood of disputes during procurement and contract execution.

Enables risk mitigation

Market sounding identifies potential delivery, capacity and commercial risks before contracts are issued, providing the opportunity to adapt specifications, procurement methods and contract terms.

Promotes purposeful competition

By signalling opportunities, market engagement encourages participation from SMEs and new entrants, diversifies the supplier base and ensures value for money.

Market Engagement Objectives

The primary objectives of this exercise are to:

Inform the Procurement Strategy - Test potential packaging options and contracting models, understand market capacity, capability, and appetite and identify optimal approaches to drive competition and value

Improve Attractiveness to the Market - Ensure the opportunity is structured to position Eskom as a 'client of choice', understand what drives supplier interest, innovation, and performance and identify barriers that may limit participation or reduce bid quality

Strengthen Scope and Delivery Model - Validate the clarity, feasibility, and integration of service requirements, understand how best to define interfaces across disciplines and suppliers and test opportunities for innovation, digital enablement, and efficiency

Enhance Risk Management and Delivery Confidence - Identify key delivery risks and constraints within the supply chain, understand dependencies, market pressures, and potential pinch points and gather insights to strengthen commercial and contractual mechanisms

Support Long Term Supply Chain Development - Explore how Eskom can foster collaborative, high performing supplier relationships, understand opportunities to drive continuous improvement and innovation and support development of a sustainable and resilient supply chain ecosystem

Market Engagement Process

Eskom will undertake a structured, transparent, and fair industry engagement process comprising the following stages:

Activity	Description
Request for Information (RFI)	This document is the RFI which sets out key information about the project and invites those interested to participate
Market Sounding Questionnaire	Those interested in participating are asked to complete the questionnaire at Section 1 (supplied for your completion in an editable format as a separate excel file). Eskom is seeking high level interest and information only. We are not seeking: • corporate marketing information; or • information that is general in nature. Respondents are requested to answer each of the questions set out in the MSQ. The response should be submitted as: ➤ One completed excel (.xls) and PDF (.pdf) file. ➤ Part B “RESPONSE SHEET IN TERMS OF A REQUEST FOR INFORMATION” on page 5, filled out and returned as a PDF. The tenderer must upload the RFI via Eskom Tender bulletin site on the Eskom E- tendering page. Please ensure that the submission status is indicated as complete. All documents need to be submitted in a PDF and or excel. Supplier Help Manual guide and video can be found on Eskom E-Tendering page.)
Procurement Strategy Development	Eskom will review the responses to the RFI and factor the feedback into the development of the procurement strategy for the GC&A packages.

**Potential
Procurement of
iGC&A Packages**

Subject to approval of the iGC&A procurement strategy, Eskom issue Invitation(s) to Tender for the iGC&A works.

Notes:

- 1. This industry engagement process is not a procurement process, and participation will not influence any future procurement processes, if any.**

Probity

Eskom is committed to ensuring an equitable, fair and transparent procurement process, in keeping with international best practice, as well as the Constitution of South Africa.

Section 217 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) provides that "*all organs of state must contract for goods and services in a manner that is fair, equitable, transparent, competitive, and cost-effective.*"

No information, gathered through Market Engagement process, that is specific to a particular business entity will be disclosed to the public. It will be used for Eskom's internal consideration only to inform future procurement exercises.

Scope of Work

A scope of work is set out in '[Appendix A – Draft Scope of Work](#).' Please note that the intelligence received back from the market via the market sounding process will inform and refine the final scope of work.

Commercial Structuring

This section outlines the proposed packaging options, contracting models that will be tested through this RFI, and provides clear definitions to ensure consistency of understanding and a common basis for market feedback.

Procurement Objectives

To inform the development of the iGC&A procurement strategy, Eskom has identified the overall vision for the work and defined the key requirements/objectives ('building blocks') that the delivery model needs to achieve. The vision for the services is:

'Ready access to independent high calibre resources to capacitate iGC&A such that it can deliver on its mandate, and to transfer this knowledge and ways of working to iGC&A staff'

The ultimate delivery model (achieved through the implementation of the iGC&A procurement strategy) needs to satisfy the following objectives:

Market & Supply

Independent provider(s) – avoid any conflict of interest

Access to world class suppliers

Appealing to international Tier 1 organisation

Maximise opportunities for local suppliers – transfer skills to local industry

Access to breadth and depth of services

Not inadvertently advantage incumbents

Governance & Commercial Principles

Model is resistant to 'gaming'

Different pricing mechanisms for diverse types of work

Deliver best value, not lowest cost

Simple to administer

Fit for purpose contract

Delivery & Performance Excellence

Intrinsically motivated service provider with a view to optimise product delivery at reasonable costs

Best possible team

Efficient / minimal interfaces

Collaboration & Operating Model

Drive collaboration between partners

Enables good / better / best planning

Strategic Outcomes & Future Readiness

Flexibility to respond to future needs

Leave a legacy for GCD – skills transfer



IMPORTANT NOTE

We note that Eskom expects that the provider(s) of these services will be fully independent for the duration of these services and give priority to the iGC&A Partner role, thereby avoiding potential conflicts of interest and ensuring that Eskom is readily able to access 'best in class' resources.

We further note that in order to ensure independence in the provision of these Services, the iGC&A will likely be precluded from providing any Services on any of the projects of which it will be required to review/advise on, be these directly for Eskom or for a party contracted to Eskom.

Packaging Options

The following packaging options are being explored through this RFI to test market capability, flexibility, and value across a range of potential delivery structures. The Market Sounding Questionnaire (MSQ) will assess which packaging option the market deems preferable for the specified iGC&A services.

The packaging options represent a broad spectrum of possible approaches, ranging from a single outsourced package to individual disaggregated packages.



ONE PACKAGE

One supplier delivers all GC&A services under a single contract



BY SCOPE ELEMENT

Each major requirement is procured and contracted independently



BY SERVICE DISCIPLINE

Related services are grouped into logical bundles, while independent ones remain separate.



THIN CLIENT – SINGLE PACKAGE

The client retains a core team focused on strategic coordination, while suppliers are responsible for the execution of the work



THICK CLIENT – SINGLE PACKAGE

The client retains control of the core project, self-delivering work while engaging contractors for specific, specialist services.



SMALL/MEDIUM/LARGE WORKS

Panel structured by value/complexity tiers, not service type



INDIVIDUAL PACKAGES

Each requirement (and potentially sub-components) is packaged independently and flexibly

Contracting Options

In developing the optimal contracting strategy and commercial compensation regime for the iGC&A, Eskom is considering a broad range of options.

The spectrum of options moves from outcome/output-based service models through to input-based models with the direct purchasing of labour and materials.

The options under consideration are summarised below:



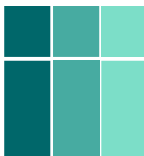
SINGLE CONTRACT

One supplier delivers all GC&A services under a single contract



FRAMEWORK CONTRACT – SINGLE SUPPLIER

NEC Framework contract is awarded to one supplier with works 'called off' from the framework on an as required basis



FRAMEWORK CONTRACT – MULTIPLE SUPPLIERS

Multiple framework contracts are awarded to, say, 3 suppliers. Works are allocated by task order or let by mini competition between parties



PANEL CONTRACT – MULTI-PARTY

Panel contract awarded comprising multiple suppliers. Works awarded via mini competition



CONTESTABLE WORKS – PERFORMANCE BASED

Works are awarded to empanelled suppliers on a mini-competition basis, and subject to supplier performance

Appendix



Draft Scope of
Work

High-level Service Overview

The **potential** services to be provided by the iGC&A Partner fall into 4 broad service categories. These categories are summarised below alongside the strategic objectives each service category enables. The services are described in detail in the sections that follow.

#	Service Description	Strategic (and GC&A) Objectives
Service 1:	Portfolio, programme and project reporting and data management.	Leveraged digitalisation to improve quality of information. Attract, develop, and retain skills.
Service 2:	Portfolio, programme, project and related processes governance and compliance.	Ensure portfolio, programmes and portfolios meet their approved objectives and benefits. Enhanced effectiveness of risk management, governance, and controls. Attract, develop, and retain skills.
Service 3:	Portfolio, programme, project and related processes monitoring and assurance reviews/reports.	Ensure portfolio, programmes and portfolios meet their approved objectives and benefits. Improved reputation to be beyond reproach. Attract, develop, and retain skills.
Service 4:	Project Performance analysis through issue exploration.	Ensure portfolio, programmes and portfolios meet their approved objectives and benefits. Improved reputation to be beyond reproach. Attract, develop, and retain skills.

Service 1: Portfolio, programme and project reporting and data management

The deliverables and **activities** involved are:

1. Consolidated Reporting Package

Produce and distribute a monthly consolidated reporting pack (project, programme, portfolio, executive and strategic levels) to all required stakeholders and governance forums within pre-determined working days after month end, achieving a 100% on time delivery rate.

2. Ad Hoc Reporting Support

Deliver ad hoc reports requested by authorised stakeholders within pre-determined and agreed working days of the request, ensuring scope, format and data requirements are met to stakeholder satisfaction.

3. Quality Assured Reporting

Verify all project reports, consolidated reports and system data for accuracy, transparency and completeness, achieving and maintaining a minimum of 100% quality score on monthly QC audits.

4. Business Documentation & Records System

Maintain the implemented, standardised system for managing business documentation and records, ensuring full traceability, version control and alignment with organisational document management policies.

Service 2: Portfolio, programme, project and related processes governance and compliance

The deliverables and **activities** involved are:

1. Compliance Policy Alignment Report

Provide bi-annually a detailed assessment report confirming alignment of all GCD and iGC&A compliance-related policies to evolving legal, industry, and Eskom standards, with recommendations for required updates.

2. Governance & Compliance Reviews

Conduct and deliver quarterly governance assessments, including proactive reviews, internal audit support findings, third party review summaries and compliance check results. Each cycle must include recommendations and corrective action requirements.

3. Project Compliance Review Pack (Aligned to EHVC & PCMs)

Deliver quarterly compliance review packs for all identified projects in GCD, ensuring full alignment with Eskom policies, the Eskom Holdings Value Chain (EHVC), and the control points in the relevant Process Control Manuals (PCMs). Each pack must include findings, risk ratings and required corrective actions.

4. Governance Failure Response Plan & Lessons Learned Register

Maintain a standardised governance failure response plan, including escalation procedures, mitigation actions, and recovery steps. Maintain a continuously updated lessons learned register, reviewed quarterly.

Service 3 Portfolio, programme, project and related processes monitoring and assurance reviews and reports

The **deliverables** and **activities** involved are:

1. Portfolio, Programme & Project Assurance Reports

Produce quarterly strategic and tactical assurance reports for identified GCD projects, programmes, and portfolios. These reports will evaluate overall health, viability, risk exposure, benefits realisation, and alignment with strategic objectives across portfolio, programme, and project levels. The process will incorporate collaborative reviews and apply a structured deep-dive methodology to provide independent and objective assessments of status, ensuring 100% on-time delivery.

2. PLCM Assurance Reports

Provide phase-based PLCM assurance reports for all relevant projects (Pre-Project to Post-Project), covering governance, quality, safety, procurement, contracts, claims, scope management, schedule, cost, resource allocation, stakeholder engagement, risk management, permits, and regulatory compliance. Deliver per project milestone or monthly cycle.

3. Independent Evaluation and Assurance Review Briefs

As a team lead or team member, conduct ad hoc independent assurance reviews of identified key projects, delivering unfiltered analysis of project status, performance, trends, delivery risks, and early warning indicators, and producing formal assurance reports for the General Manager: GC&A.

4. Contract & Claims Review Reports

Produce bi-monthly contract assurance reports on identified tendered and awarded contracts evaluating:

- Project procurement strategies
- Contracting strategies
- Claims and change orders.
- Commercial issue resolution progress
- Contract performance evaluations.

With focus on impact on the integrated baseline project master schedule of GCD projects.

5. Schedule, Cost, Risk & Variance Analysis Reports

Deliver monthly analytical reports on all GCD projects, including:

- Schedule Risk Analysis (SRA)
- Earned Value Analysis (EVA)
- Variance analysis (cost/schedule)

The **deliverables** and **activities** involved are:

- Resource adequacy assessments
- Milestone deviation verification

Review the completeness and status of Integrated Risk Management (Identification, Assessment and Treatment of Risks).

6. Integrated Analytical Assessments Pack

Deliver quarterly integrated assessment packs on all GCD projects, including:

- Schedule–cost interrelationship analysis
 - Acceleration and cost-benefit analysis
 - Resource productivity analysis
 - Cost optimisation review

Benefits realisation and PLCM compliance

7. Integrated Cost–Schedule Forecast Reports

Provide monthly integrated cost and schedule forecast reports for the Group Executive: GCD and other stakeholders, including scenario modelling and variance commentary.

8. Project Success Probability Assessments

Provide quarterly independent assessments rating project success prospects on the GCD projects, based on quantitative and qualitative assurance criteria.

9. Key Milestone Database

Develop and maintain a centralised key milestone database linked to the Client Office's Benefits Registers, updated bi-monthly.

10. Performance Trend & Forecasting Dashboard

Produce and maintain a dashboard summarising project status, project performance trend and forecasting future performance using validated data models. Update monthly.

11. Recommendations & Lessons-Learned Implementation Log

Submit monthly logs documenting recommendations for addressing project challenges and tracking the implementation status of lessons learned.

12. Stakeholder Feedback & Presentation Pack

Submit monthly stakeholder presentations summarising assurance findings, risks, trends, and escalations.

13. Knowledge Transfer & Skills Development Sessions

Deliver a minimum of 6 structured knowledge-transfer sessions per year for GC&A and other Eskom stakeholders, with attendance records and learning materials.

Service 4: Project performance analysis through issue exploration

The **deliverables** and **activities** involved are:

1. Integrated Performance Assessment Reports

On identified GCD projects, submit quarterly reports providing holistic oversight and integrated performance analysis based on issue exploration and Defence-in-Depth principles.

2. Performance Deviation Early-Warning & Root-Cause Analysis Pack

For identified GCD projects, establish and deliver a standardised early-warning analysis pack including:

- Precursor identification
- Root-cause and contributing-cause analysis
- Performance deviation triggers

Update pack monthly with new findings.

3. Organisational Weakness & Latent Deficiency Diagnostic Report

For identified GCD projects, produce an annual diagnostic report identifying:

- Organisational weaknesses
- Latent deficiencies
- Compromised controls
- Deficiencies requiring elimination

Update annually or as required.

4. Recommendation Implementation Tracking Dashboard

Implement a live dashboard tracking the development, implementation and closure of solution-driven recommendations addressing performance deviations. Update monthly.

5. Organisational Defence Strengthening Plan

Provide a structured plan defining prevention actions and performance-improvement techniques aimed at strengthening organisational defences. Report on implementation progress quarterly.

6. Knowledge-Management System & Practice Guide

Establish and document knowledge-management practices, including storage structures, versioning, role definitions, and standard operating procedures.

7. Lessons-Learned Lifecycle System

Implement a lessons-learned framework covering capture, validation, and implementation.

Publish a quarterly lessons-learned effectiveness report.

8. Good Practice Reinforcement Reports

Deliver bi-annual reports highlighting embedded good practices, evidence of uptake, and recommendations to ensure sustained performance improvement.