Eskom	Scope of work	Strategic Delivery Renewables

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Date:	Date:	Date: 16 September 2026

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1. INTRODUCTION

Eskom is in the process of seeking private sector partners in its new capital development programmes in Gas and renewables.

Eskom Green: Renewables

Eskom Green will serve as a strategic and operational platform through which Eskom can directly participate in the renewable energy sector. In terms of the initial search for private sector parters, Eskom Green will approach the market for a panel to participate in development of the 2 GW projects and for a private sector partner in Tubatse Hydro.

The projects listed in Table 1 below are the Eskom Green owned "2GW" projects. The current status of the projects listed are in early / prefeasibility stage.

Table 1: Eskom Green high-priority pipeline

Project	Size (MW)	Priority	Estimated Financial Close
Lephalale Phase 1 Solar (Matimba)	1,150	High	2027
Lephalale Phase 1 BESS (Matimba)	300	High	2027
Kusile Phase 1 Solar	575	High	2027
Kendal Solar - Phase 1	575	High	2027
Kendal Phase 1 BESS	150	High	2027
Kusile Phase 1 BESS	150	High	2027
Total ("2GW" projects)	2,900		

The **Tubatse Pumped Storage Project** is a proposed 1,500 MW / 21 GWh pumped-storage hydroelectric facility located in the Steelpoort Valley, Limpopo Province. The project is intended to provide long-duration energy storage, peak power supply and ancillary services to the South African electricity system, thereby supporting renewable energy integration and enhancing grid reliability. The project has been declared a Strategic Integrated Project and is proposed to be developed through a private sector participation model involving a Joint Development Agreement and a ring-fenced Special Purpose Vehicle financed on a non-recourse basis.

Gas-to-Power

The Richards Bay Gas-to-Power Project is a proposed 3000 MW Gas-to-Power project that is to be constructed and operated in the Richards Bay Industrial Development Zone, in KwaZulu Natal. The project has been declared a Strategic Integrated Project. It is aligned with Eskom's generation strategy and the IRP 2025

The Richards Bay Gas-to-Power Project is to be procured through private sector participation and housed within a ring-fenced special purpose vehicle that will fund, own, construct, operate and maintain the power plant thereby enabling private sector investment in the form of both equity and external debt financing. .

Eskom plans to introduce a private sector partner early in the process, during the development stage, to assist in the development of the bankable feasibility study and the sourcing of funding. This will de-risk the project as Eskom will require gas to power development capability in its selection of partner. A joint development agreement will allow the parties to develop the project and commit development expenditure in proportion to each party's equity.

2. PURPOSE

The Eskom governance structures require proactive assurance of all major procurement processes to ensure effective governance. Proactive assurance is a preventative governance and risk management tool. It provides independent scrutiny during the process, helping Eskom identify and resolve compliance, governance, commercial and procurement issues before they affect project delivery, funding, or approvals

3. BACKGROUND

3.1 Scope of Work / Supply

Objective

Provide independent, real-time assurance that the procurement process is conducted in accordance with:

- Section 217 of the Constitution
- PFMA and Treasury requirements
- Eskom policies, procedures and Delegations of Authority
- Approved procurement strategy and governance approvals

The objective is to identify and address governance, compliance and process risks before they result in audit findings, procurement challenges or delays.

Scope of Services

<u>Process Assurance</u>
Review and provide assurance over:

- Procurement strategy and transaction approach
- RFQ documentation
- Evaluation criteria and methodologies
- Bid evaluation team appointments
- Conflict of interest declarations
- Confidentiality arrangements
- Governance submissions
- RFP documentation
- Bid evaluation process
- Negotiation process
- Final recommendation and award processes

Proactive assurance shall be embedded throughout the procurement lifecycle and not be limited to post-event reviews.

Governance Assurance
Review compliance with:
- Eskom Delegation of Authority
- Governance approvals
- Committee mandates
- Board and committee requirements
- Public Procurement best practice
- Approval workflows

Verify that all governance approvals are obtained at the appropriate stages before progression to subsequent phases.

Participation in Project Activities
The assurance provider shall:
- Attend project committee meetings
- Attend evaluation team meetings as observers
- Attend governance preparation meetings and where required governance body meetings
- Attend clarification and bidder engagement sessions where required
- Review meeting records and decision registers

Documentation Reviews
Review all key procurement documentation including:
- RFQ documents
- RFP documents
- Information memoranda
- Evaluation templates
- Clarification responses
- Bid evaluation reports
- Negotiation records
- Governance submissions
- Recommendation reports
- Award documentation

Provide written comments and recommendations before issuance or approval.

Evaluation Assurance
Provide assurance that:
- Evaluation criteria are applied consistently
- Scoring methodologies are correctly applied
- Evaluation records are complete
- Decisions are adequately supported
- Audit trails are maintained
- Deviations are properly authorised

Compliance and Risk Monitoring

Identify and report immediately on identification of risk:

- Governance risks
- Compliance risks
- Procurement risks
- Process deviations
- Documentation deficiencies
- Potential grounds for procurement challenge
- Control weaknesses

Recommend mitigating actions and track closure of issues.

3.2. Specification of Product or Goods

Deliverables

Ongoing Deliverables

- Attendance at project meetings
- Written review memoranda
- Assurance comments on procurement documentation, governance documentation and meeting content and minutes
- Issue and risk registers
- Ad hoc advisory notes

The existing audit request specifically requires ad hoc interventions where process or procedures require attention.

Periodic Deliverables

- Monthly or quarterly assurance reports (as required by the project)
- Status reports on findings and corrective actions
- Governance readiness assessments (to be submitted with requests for approval from governance bodies)

The audit request specifically requires regular assurance reporting to the project team

Stage-Gate Deliverables

Provide assurance reports prior to:

1. RFQ Issue
2. RFQ Evaluation Approval for shortlisted respondents
3. RFP Issue
4. Final Preferred Bidder Recommendation
5. Board Approval
6. PFMA Approval

These reports should confirm:

- Compliance status
- Key risks
- Matters requiring management attention and action taken to address these matters
- Recommended actions

Final Deliverables

- RFQ Phase Assurance Report
- RFP Phase Assurance Report
- Final Procurement Assurance Report

4. TECHNICAL EVALUATION CRITERIA

Criterion	Evaluation Requirement	Weight
Public Procurement and PFMA Expertise	Demonstrated experience providing assurance, audit, compliance or governance advisory services on public sector procurements subject to PFMA, Treasury regulations and Section 217 procurement principles.	20%
Major Infrastructure Transaction Experience	Experience providing assurance on major infrastructure, energy, PPP, PSP, IPP, concession, or project-financed transactions exceeding R1 billion.	20%
Proactive Assurance Methodology	Quality and robustness of proposed methodology, including risk-based reviews, stage-gate assurance, reporting approach, issue escalation, independence safeguards, and governance interaction.	20%
Key Personnel Experience	Qualifications and experience of proposed team members, including project lead and assurance specialists.	15%
Governance and Audit Capability	Experience with governance reviews, delegated authority compliance, bid evaluation oversight, audit trail reviews, and committee reporting.	15%
Capacity and Project Resourcing	Ability to provide continuous support throughout the procurement process, including participation in meetings and expedited document reviews.	10%
		100%

Tenders or offers above R30 000, will be evaluated strictly according to the 80/20 or 90/10 principle depending on the value of the order or contract.

Tender Evaluation Process will be followed based on the PPPFA requirement, i.e.
Stage 1 – Functionality (Tender, Commercial, SHE and Quality)
Stage 2 – Price and BBBEE

5. MANDATE TO NEGOTIATE (ESTIMATED VALUE) (THIS FIGURE HAS TO BE CONFIRMED BY THE BUYER)

Expected Total Cost: *(Totals 1 + 2 + 3)*	R10,000,000.00
Travelling & Subsistence Expenses	N/A

6. MATERIALS AND/OR FACILITIES

Eskom the Employer, will provide:

- *Access to facilities as and when required.*

7. NEGOTIATION AND/OR TECHNICAL EVALUATION TEAM

Name of team/project leader:	Lana Kinley
Title / Designation	GM: Business Development: Gas
Qualifications, experience, etc.	CA(SA) CIMA (Associate)
Telephone number:	
Cell number:	0782443379
Fax number	
Name of contact person:	

Name of team/project leader:	Vivian Ramathuba
Title / Designation	General Manager Finance
Qualifications, experience, etc.	
Telephone number:	0844948202
Cell number:	
Fax number	
Name of contact person:	

NOTE: Add more names if and when applicable.