



Group Capital Division

APPENDIX A
REQUEST FOR INFORMATION:
Safety, Health, Environment & Quality Services

RFI No. E3061GCDMWP

Deadline for submission

10:00h

06 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	Safety, Health, Environment, Quality (SHEQ) Services
Non-Compulsory Clarification meeting	24 June 2026 at 10h00
Location	MS Teams
Deadline for Submission	06 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 Safety, Health, Environmental and Quality (SHEQ) 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.

Romeo Mokwena

Senior Advisor Procurement

MokwenRJ@eskom.co.za

(+27) 13 699 7369

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
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ZAR15m-150m p.a.	Dropdown
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ZAR150m – 800m p.a.	Dropdown
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>ZAR 800m p.a.	Dropdown
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What was your **total** annual turnover in the last financial year? Dropdown

< ZAR15m p.a.	Dropdown
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ZAR15m-150m p.a.	Dropdown
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ZAR150m – 800m p.a.	Dropdown
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>ZAR 800m p.a.	Dropdown
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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
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Developing account – low value, high attractiveness – potential for growth and collaboration	Dropdown
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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
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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
In which disciplines is your organisation well placed to support Eskom in relation to these tenders. Please select all relevant options (X)	Multiple Choice
Health and Safety (H&S)	Multiple Choice
Environmental Services (ES)	Multiple Choice
Quality Assurance & Quality Control (QA/QC)	Multiple Choice
Quality Control Inspectorate (QCI)	Multiple Choice
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.

SHEQ Scope of Work	Core	Partner	Sub-contract	Cannot Perform
Health & Safety				
Planning and execution of H&S services from inception to close out of the project.				
Legal and Regulatory Compliance with company and statutory policy				
Health and Safety Risk Management and implementation of preventive measures				
Site Safety Supervision, Inspections and Audits				
Incident Investigation and preventative actions including analysis and trending for better insights), and implementation of improvement plans.				
Induction and Training				
Emergency Preparedness				
Provision of specialist services i.e. Occupational Hygiene and Construction health and safety services through or by professionally registered professionals in construction projects.				
Management of the required occupational health and safety related permit register				
Capability uplift and knowledge transfer to GCD teams				
Environmental Services				
Legal Compliance Audits and environmental reviews				
Environmental Impact studies				
ESG and Climate Change Analysis and Reporting				
Water Use License (WUL) Atmospheric Emission License and Waste Management Water Use License applications or permission and/ or other specialist authorisations				
Environmental Planning Services				

Environmental Project Execution and Commissioning Services				
Environmental Management plans, inter alia, Biodiversity, Heritage and Green Energy and programs for GCD and supply chain				
ISO 14001 Environmental Management Systems (EMS) and implementation speciality and certification.				
Enterprise-wide environmental software solutions				
Improve stakeholder awareness and communication programmes				
Quality Assurance & Quality Control				
Augment GCD teams with QA/QC capability and structured skills transfer				
Project and Engineering Assurance				
Review existing methodology, complete gap analysis and update to best practice				
Quality inspection and validation				
Integration of quality across projects and functions				
Align processes with ISO 9001 and Eskom requirements				
Build traceability, accountability and continuous improvement mechanisms				
Establish project closure processes				
Quality Control Inspectorate (QCI)				
Independent inspection and verification across the full project lifecycle				
Oversight of supplier capability, audits, inspection plans, and material traceability				
Implementation of inspection regimes, testing validation, and contractor compliance monitoring				
Development and operation of world-class QC systems, processes, and integrated data platforms across projects & supply chain				
Management of NCRs, corrective actions, incident investigations, KPIs, and quality risks, including stop-work authority where required				
Control and inspection of packaging, transport, storage, and material condition, ensuring asset integrity and compliance throughout handling				
Delivery of training, mentoring, and embedded resources to build world-class internal quality capability				

Provision of multi-disciplinary, locally and internationally deployable inspection teams, with flexible task-order deployment

Production of inspection reports, dashboards, quality dossiers, and real-time performance reporting

Driving process optimisation, advanced QC tools (including AI), and long-term quality sustainability

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 (especially QAQC)? Is the scope of knowledge-sharing described feasible? Please explain.

Short Answer

If applicable, what differentiates your organisation's QCI capability and positions it as more valuable than that of your competitors?

Short Answer

Do you have the following certifications: **(Please select all relevant options (X))**

Multiple Choice

ISO 9001 Multiple Choice

ISO 45001 Multiple Choice

ISO 14001 Multiple Choice

Is it realistic to expect that a service provider will possess all three certifications?

Short Answer

4.4 Market Capacity

Question

Type of Response Required

What is the largest value infrastructure project you

Dropdown

worked on in the last 3-5 years?

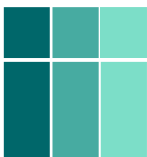
Under R500M	Dropdown
R500M – R2B	Dropdown
R2B – R10B	Dropdown
R10B – R50B	Dropdown
Over R50B	Dropdown
Please provide a brief description of the project including title, industry, role and start and end dates	Short Answer
On average, approximately what % of your labour/ resources supply is 'in house' 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 SHEQ 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 SHEQ 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	Short Answer

components?

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
What benefit realization methods have you experienced with other clients that could be employed here?	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 Health and Safety (H&S), Environmental, Quality Assurance and Quality Control (QA/QC) and Quality Control Inspectorate (QCI) services, ("collectively referred to as SHEQ"), which could be procured as separate or combined work packages.

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

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.

These services are:

- Health & Safety (H&S)
- Environmental Services (ES)
- Quality Assurance and Quality Control (QAQC)
- Quality Control Inspectorate (QCI)

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 the 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 SHEQ packages.
Potential Procurement of HHEQ Packages	Subject to approval of the SHEQ procurement strategy, Eskom issue Invitation(s) to Tender for the SHEQ 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 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 SHEQ services such that it can deliver on its mandate, and to transfer this knowledge and ways of working to SHEQ staff'

The ultimate delivery model (achieved through the implementation of the 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

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 SHEQ services.

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



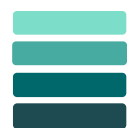
ONE PACKAGE

One supplier delivers all SHEQ 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 SHEQ services, 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 SHEQ 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 range of SHEQ services set out below are required by Eskom to support program delivery. This RFI seeks market feedback on capability, capacity, and delivery approach across these services.

Health and Safety (H&S)

- **Establish and enhance H&S frameworks** through detailed gap analysis and development of best practice policies, procedures and systems, aligned to ISO management systems, covering the full project lifecycle.
- Ensure **compliance with legal and regulatory requirements** and company policies, while embedding proactive risk management practices and the implementation of preventative measures.
- **Strengthen site safety performance** through effective planning and execution of H&S services, including site supervision, inspections, audits and the management of occupational health and safety permit registers.
- **Lead incident management processes**, including investigation, root cause analysis, and trend analysis to generate actionable insights, and drive the implementation of corrective and continuous improvement initiatives.
- **Provision of specialist H&S services**, including Occupational Hygiene and Construction Health and Safety services, delivered by qualified and professionally registered professionals (e.g. Construction H&S Agents, Safety Officers, Occupational Hygienists, Process Safety Officers and Fire Officers).
- **Build H&S capability** within GCD teams via integration, training, mentoring, and structured knowledge transfer, supported by continuous improvement initiatives and modern tools and technologies, skills transfer and continuous improvement initiatives, supported by modern tools and technologies. This includes the exploration of fit-for-purpose AI tools and integrated reporting using online system solutions.

Environmental Services (ES)

- **Develop and implement robust environmental management systems**, aligned to ISO 14001 and Eskom corporate policies, including best practice frameworks / policies, procedures, systems and tools to support sustainable and compliant project delivery across the full project lifecycle.
- **Ensure environmental compliance and assurance** by meeting statutory and corporate legal requirements, conducting compliance audits and environmental reviews, and providing assurance to project funders. Embed proactive environmental risk management and preventative measures all project activities.
- **Conduct environmental assessments, specialist studies and approvals**, including environmental impact studies licensing, and permitting processes such as Water Use Licenses (WUL), Atmospheric Emission Licenses, Waste Management Licenses, Biodiversity, and other required authorisations.

- Develop and implement **Environmental Management Plans** and programmes, including biodiversity, heritage, green energy, and broader ESG and climate change considerations, across GCD projects and the supply chain.
- Drive **environmental performance and continuous improvement** through audits, monitoring, data analysis, and reporting (including ESG and climate change reporting), identifying gaps and implementing improvement initiatives.
- **Review and improve environmental systems**, tools and digital capabilities, while ensuring data, intellectual property and reporting remain within Eskom control.
- **Build Environmental capability** across GCD and other divisions through integration, training, mentoring, and structured skills transfer, supported by continuous improvements initiatives and the adoption of modern, fit for purpose technologies.

Quality Assurance and Quality Control (QA/QC)

- **Establish and maintain a comprehensive QA/QC framework**, aligned to ISO 9001 and Eskom requirements, including conducting gap analysis, updating existing methodologies to reflect best practice and developing standardised, controlled practices that support traceability, consistency, and compliance across all deliverables.
- **Establish a Quality Management and Quality Engineering capability across the full project lifecycle**, embedding robust controls, assurance processes and governance across project activities and the value chain.
- **Deliver project quality assurance** through structured quality oversight, including quality inspections, verification, and validation processes, and early detection and management of non-conformances to minimise defects, rework, and quality risks.
- **Build traceability, accountability, and continuous improvement mechanisms** by implementing systems and processes that enable clear documentation, performance monitoring, root cause analysis, and effective project close-out, ensuring all quality and handover requirements are met. .
- **Build a culture of quality excellence** through skills transfer, training and alignment with and attainment of ISO 9001 certification and continuous improvement practices, supported by fit for purpose QA/QC systems, tools, and digital capabilities, with data and intellectual property retained within Eskom control.

Quality Control Inspectorate (QCI)

- **Review and enhance supplier and EPCOM contractor Quality Control Plans**, ensuring alignment with best practice across the project lifecycle, including transport, preservation, storage and spares control.
- **Perform pre-qualification and capability assessments** on both local and offshore suppliers and determine suitability based on assessments.
- **Develop Project Supplier Inspection and Test Plans (PITP) based on robust Quality Risk Assessment**, documented within a Project Quality Management Plan, incorporating engineering equipment list, design, methodology, and locations to monitor and reporting on supplier quality management performance and successes.

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- **Perform agreed shop, warehouse, and equipment inspections** using qualified inspectors and detailed inspection plans, ensuring the completeness and accuracy of all quality documentation and early identification of defects. Produce comprehensive inspection reports that include validation of compliance, programme and schedule assurance, and verification of alignment with defined quality, quantity, and cost milestones.
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- **Manage quality risks and non-conformances**, including NCRs, corrective and preventive actions, incident investigations, and KPI tracking, with authority to recommend or enforce stop-work where critical risks are identified.
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- **Ensure control and inspection across** logistics and material handling, including packaging, transport, storage, and preservation, to maintain asset integrity and compliance throughout the supply chain.
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- **Establish and operate advanced QC systems and processes**, including integrated digital platforms to support data capture, traceability, real-time monitoring, dashboards/ reporting, quality dossiers, and performance management across projects and the supply chain.
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- **Build a culture of quality excellence** through skills transfer, training and alignment with and drive continuous improvement and innovation, including process optimisation and the adoption of advanced QC tools and technologies to enhance quality performance and long-term sustainability.