Supplier Development, Localisation and Industrialisation Scope (Consultants)

Request for Proposal:	Monitoring, Verification, Reporting, Assurance and Structured Intervention Support
Contract Duration:	24 months

PROVISION OF PROACTIVE AND REACTIVE MONITORING, REPORTING AND STRUCTURED INTERVENTION SUPPORT FOR ESKOM SUPPLIER DEVELOPMENT, LOCALISATION AND INDUSTRIALISATION CONTRACTUAL OBLIGATIONS AND OUTCOMES AFTER CONTRACT AWARD.

1. Invitation to Bid

Eskom **Supplier Development, Localisation and Industrialisation** (SDL&I) invites suitably qualified, experienced and capable service providers to submit proposals for the provision of **proactive and reactive monitoring, reporting and structured intervention support in respect of SDL&I contractual obligations and outcomes after contract award**.

The required service must support Eskom in monitoring and assuring the implementation of SDL&I obligations already embedded in awarded contracts. The service must balance suitably skilled people, structured verification processes, reporting capability, intervention management and appropriate technological tools. Technology must enable the service through improved data management, workflow tracking, reporting visibility, evidence management and management insight; however, the core requirement is post-contract SDL&I monitoring and reporting.

The appointed service provider must have the capability to conduct monitoring and verification reviews across South Africa, maintain reliable records and supporting documentation, provide early warning of non-attainment of objectives, support timely communication to Eskom contract management teams, and provide evidence-based support during internal and external audit processes.

The required support must include, at a minimum:

- End-to-end SDL&I monitoring, verification, reporting and assurance support.
- Continuous monitoring of supplier performance against contracted SDL&I obligations.
- Proactive escalation, structured intervention design and resolution tracking.
- Structured intervention support to address identified non-performance, evidence gaps and risks to contractual SDL&I outcomes.
- Reporting, analytics, evidence management and audit-ready insight generation.

This RFP is issued in support of Eskom's commitment to:

- Broad-Based Black Economic Empowerment (B-BBEE).
- Localisation and industrialisation.
- Enterprise and supplier development.
- Sustainable and inclusive economic growth.
- Job creation and job preservation.
- Skills development and skills transfer.
- National Industrial Participation Programme (NIPP) assessment and industrialisation objectives.
- Preferential procurement and participation by designated groups.

2. Background and Context

Eskom's procurement framework embeds transformation, localisation, industrialisation and supplier development obligations into relevant supplier contracts. These obligations are intended to ensure that Eskom's procurement spend contributes to meaningful economic transformation, increased local industrial participation, enterprise development, job creation, skills development and inclusive participation in Eskom's supply chain.

- Subcontracting to exempted micro enterprises, qualifying small enterprises, SMMEs and designated groups.
- Localisation and industrialisation commitments.
- Job creation, job preservation, skills development and skills transfer.
- Preferential procurement from designated groups.
- Compliance with designated products and applicable sector requirements.
- Supplier development, enterprise development and capability-building commitments.

Despite these commitments, Eskom requires stronger support to address systemic challenges in monitoring, verification, reporting and attainment of SDL&I outcomes, including:

- Limited real-time visibility of supplier delivery against SDL&I contractual obligations.
- The need for independent verification of reported outcomes and supporting evidence.
- The need to strengthen meaningful and scalable SMME and designated group participation.
- The requirement for credible, audit-ready and decision-useful data.

- Monitoring and supporting the effective implementation of SDL&I penalties or remedies where contractual obligations are not met.
- Ensuring designated products are monitored, measured and reported in line with applicable dtic requirements.
- Ensuring corrective actions, escalation processes and contractual remedies are supported where SDL&I obligations are delayed, underperforming or not achieved.

SDL&I is therefore sourcing an experienced service provider for a period of 24 months to provide structured support that will assist Eskom to:

- Actively monitor, verify and report on SDL&I contractual performance.
- Provide assurance over reported outcomes and supporting evidence.
- Identify risks, gaps and non-attainment early and support proactive intervention.
- Support Eskom contract management teams with structured reporting, escalation tracking and assurance over SDL&I implementation progress.
- Improve accountability for contracted SDL&I outcomes through evidence-based monitoring, verification and reporting.

3. Objectives of the RFP

The objective of this RFP is to appoint a service provider that can support Eskom after contract award through proactive and reactive monitoring, verification, reporting, assurance, structured interventions and technology-enabled reporting tools in respect of contracted SDL&I obligations and outcomes.

- Monitor supplier delivery against contracted SDL&I obligations and agreed milestones.
- Verify reported outcomes using credible evidence and structured assurance processes.
- Provide timely reporting, dashboards, management insights and audit-ready evidence packs.
- Design and coordinate structured corrective interventions to address non-performance, delays, evidence gaps and risks affecting contracted SDL&I outcomes.
- Provide early warnings, escalation support and intervention tracking where SDL&I outcomes are at risk.
- Use appropriate technological tools to support data capture, workflow tracking, evidence management, reporting and visibility of post-contract SDL&I outcomes.

4. Required Support Model

The required service must be delivered as an integrated post-contract SDL&I support model. The model must combine specialist monitoring, verification and assurance capability, implementation support, field verification capability, intervention management, reporting capability and fit-for-purpose technological tools.

- Be outcome-focused and geared towards the attainment of SDL&I objectives.
- Provide suitably skilled personnel to conduct monitoring, verification, assurance and intervention support.
- Provide national reach to conduct verification and assurance reviews across relevant Eskom sites, supplier locations and project locations.
- Provide reporting capability, evidence management and audit support.
- Use technological tools to enable data management, workflow tracking, reporting, dashboards, evidence storage and visibility of outcomes.

Eskom will not procure a standalone software solution. The proposed solution must already exist and have proven capability to track similar projects that monitor SDL&I deliverables and/or ESD beneficiaries. Any proposed technology must support and enable the service, while the primary requirement remains people-led, evidence-based and outcome-driven SDL&I support.

5. Scope of Work

The appointed service provider will be required to provide the following services:

- Review awarded contracts, SDL&I schedules, commitments, milestones, reporting obligations and evidence requirements to establish a post-contract monitoring baseline.
- Monitor supplier performance against SDL&I contractual obligations, milestones, evidence requirements and agreed outcomes.
- Conduct verification and assurance reviews of reported SDL&I outcomes across relevant locations.
- Design, coordinate and track structured corrective interventions to address underperformance, delays, evidence gaps, non-compliance risks and non-attainment of contracted SDL&I outcomes.
- Provide early warnings, escalation reports, exception reporting, risk tracking and intervention progress reports.
- Maintain supporting documentation, evidence packs and audit-ready reporting records.
- Provide management dashboards, reports, analytics and recommendations to support decision-making and accountability.
- Deploy appropriate technological tools to support data management, reporting, evidence management, workflow tracking and post-contract SDL&I visibility.

6. Detailed Service Requirements

6.1. Support Model, Methodology and Tools

The bidder must propose a practical and integrated post-contract support model that combines suitably skilled resources, clear methodologies, national verification capability, reporting discipline, governance routines and fit-for-purpose technological tools.

- Demonstrate experience in SDL&I, supplier development, localisation, industrialisation, transformation, economic development or comparable assignments.
- Provide a clear methodology for monitoring, verification, reporting, assurance and structured intervention support.
- Provide tools for data capture, workflow tracking, evidence management, reporting and dashboards.
- Provide suitably skilled resources with experience in analysis, verification, reporting, stakeholder engagement, supplier development and project coordination.
- Demonstrate the ability to work across multiple contracts, suppliers, regions and stakeholder groups.

6.2. Monitoring, Verification, Assurance and Reporting

The service provider must monitor, verify and report on supplier performance against SDL&I contractual obligations, agreed milestones, evidence requirements and implementation plans. Assurance activities must provide Eskom with confidence that reported outcomes are credible, supported by evidence and aligned to contractual commitments.

- Monitor supplier delivery against SDL&I commitments, targets and milestones.
- Verify reported outcomes through document reviews, data checks, site visits or other appropriate assurance methods.
- Track local content, industrialisation, SMME participation, designated group participation, job creation, job preservation, skills development, skills transfer and supplier development outcomes.
- Provide exception reports, early warnings, escalation reports and recommendations.
- Maintain audit-ready evidence packs and assurance records.

6.3. Evidence Management, Audit Support and Compliance

The service provider must maintain accurate, complete and auditable records to support reported SDL&I outcomes. The service provider must also support Eskom during audit processes by providing evidence packs, reconciliations, explanations and supporting documentation where required.

- Maintain supporting evidence such as contracts, purchase orders, invoices, proof of delivery, payment confirmations, training records, employment records, local content evidence and supplier development records.
- Provide audit trails, evidence registers and document completeness checks.
- Support internal and external audits by providing timely and accurate information.
- Identify reporting gaps, data quality issues and evidence deficiencies.
- Support compliance with applicable procurement, B-BBEE, localisation, industrialisation and governance requirements.

6.4. Governance, Risk, Escalation and Intervention Tracking

The service provider must support governance, risk and escalation processes by identifying implementation risks, non-attainment trends, supplier participation constraints, evidence gaps and intervention requirements. The service provider must maintain trackers and provide timely reporting to support accountability and decision-making.

- Maintain risk registers, action trackers, issue logs, escalation reports and intervention trackers.
- Provide early warning indicators for delayed, underperforming or non-compliant obligations.
- Support escalation to Eskom contract management teams and relevant governance forums.
- Track corrective actions, interventions, resolutions and outstanding matters.
- Support the implementation of contractual remedies or penalties where applicable and instructed by Eskom.

6.5. Post-Contract Structured Intervention Support

The service provider must support structured post-contract interventions where monitoring and verification identify risks, delays, non-performance, evidence gaps or non-attainment of SDL&I contractual obligations. The focus must be on supporting corrective action, escalation, recovery planning and implementation tracking within the boundaries of awarded contracts.

- Identify barriers to delivery of contracted SDL&I obligations and recommend practical corrective actions.
- Support engagement between Eskom contract management teams, suppliers, subcontractors and relevant stakeholders to resolve implementation issues.
- Track agreed interventions, recovery actions, responsible parties, timelines and closure evidence.
- Support implementation of escalation processes and contractual remedies where applicable and instructed by Eskom.
- Report on intervention effectiveness and unresolved risks affecting contracted SDL&I outcomes.

6.6. Technology-Enabled Reporting and Tools

The service must be underpinned by appropriate technological tools that support post-contract data capture, workflow tracking, evidence management, reporting, dashboards

and visibility of SDL&I contractual obligations and outcomes. Any tools proposed must support the delivery of the service and must not be positioned as a standalone software solution.

- Support secure data capture, storage and reporting.
- Enable workflow tracking of obligations, interventions, risks, escalations and actions.
- Support dashboards, analytics, exception reporting and management insights.
- Enable evidence management and audit-ready reporting.
- Protect Eskom information, supplier information, personal information and commercially sensitive information.

6.7. Management Insights and Performance Reporting

The service provider must provide insights that assist Eskom to make informed decisions on the implementation of contracted SDL&I obligations. Reporting must enable Eskom to assess delivery progress, evidence completeness, risks, corrective actions, escalations, remedies and attainment of agreed SDL&I outcomes after contract award.

- Provide executive dashboards, operational reports and exception reports.
- Measure progress against contracted local content, SMME participation, job creation, skills development, industrialisation and supplier development obligations.
- Provide recommendations for corrective action, escalation, evidence improvement and continuous improvement of post-contract monitoring and assurance processes.

7. Non-Functional Requirements

The service and any supporting technological tools must be practical, secure, scalable, auditable, user-friendly and fit for purpose. The bidder must demonstrate the ability to protect confidential, personal and commercially sensitive information and to comply with applicable governance, procurement, audit, data protection and information security requirements.

- Secure and controlled access to data and reports.
- Reliable reporting and evidence management capability.
- Scalable support across multiple suppliers, contracts, regions and interventions.
- Appropriate data protection and confidentiality controls.
- Audit-ready records, traceability and version control.
- Responsive support and clear escalation mechanisms.

8. Implementation Requirements

The bidder must provide a structured implementation approach that explains how the post-contract support service will be mobilised, governed and delivered. The implementation

approach must cover mobilisation, onboarding, contract portfolio review, SDL&I obligation baseline development, stakeholder engagement, reporting framework development, tool configuration where applicable, governance arrangements, assurance approach, escalation protocols and continuous improvement.

9. Support and Service Management

The bidder must provide ongoing post-contract support for the full contract duration. This must include monitoring, verification, assurance, reporting, structured intervention coordination, stakeholder engagement, issue and risk tracking, evidence management, audit support, governance meeting support, management insight generation and continuous improvement recommendations.

10. Evaluation Criteria

Evaluation Area	Indicative Weighting
Understanding of SDL&I contractual obligations, post-contract monitoring requirements and contracted outcomes	10%
Monitoring, verification, assurance and reporting methodology	10%
Evidence management, audit support, data quality and reporting capability	10%
Structured intervention, escalation, corrective action and recovery tracking approach	10%
Technology-enabled tools, workflow tracking, evidence management, reporting dashboards, collaboration functionality, comparative reporting, integration capability and proof that a similar system is already in operation.	40%
Team capability, national reach, mobilisation plan, stakeholder engagement model, understanding of the B-BBEE Act and reporting requirements, and experience in managing enterprise and supplier development initiatives.	20%

11. Mandatory Requirements

Bidders must demonstrate compliance with the mandatory requirements below. Eskom may require supporting documentation, references, demonstrations, certifications or other evidence to confirm compliance.

- Proven experience in SDL&I, supplier development, localisation, industrialisation, transformation, enterprise development or comparable economic development support assignments.

- Capability to conduct SDL&I monitoring and reporting reviews across the business.
- Capability to review awarded contracts, SDL&I schedules, commitments, milestones, reporting obligations and evidence requirements to establish post-contract monitoring baselines.
- Proven ability to support corrective interventions, escalations, recovery plans and resolution tracking where contracted SDL&I obligations are delayed, underperforming or not achieved.
- Ability to provide credible reporting, audit-ready records and management insights.
- Access to, or ability to deploy, suitable technological tools to support data management, workflow tracking, reporting, dashboards and evidence management.
- Ability to mobilise within agreed timelines and sustain support for the full 24-month contract period.

12. Deliverables

The successful bidder must deliver the following minimum outputs during the contract period:

- Mobilisation and implementation plan.
- Contract portfolio review and SDL&I obligation baseline report.
- Structured corrective intervention plans for underperforming, delayed or at-risk SDL&I contractual obligations.
- Monitoring and reporting reviews.
- Dashboards, management reports, executive reports, exception reports and economic impact reports.
- Evidence packs, evidence registers, audit support records and document completeness reports.
- Risk registers, issue logs, escalation reports, action trackers and intervention progress reports.
- Technology-enabled reporting tools or configured mechanisms to support data management, workflow tracking and reporting visibility.
- Knowledge transfer, close-out reports and sustainability recommendations.

13. Proposal Submission Requirements

Bidders must submit a comprehensive proposal that clearly demonstrates their understanding of Eskom's SDL&I contractual obligations, their capability to monitor and verify post-contract implementation, their approach to assurance and structured corrective interventions, and their ability to support measurable reporting on contracted SDL&I outcomes.

- Detailed technical proposal explaining the bidder's post-contract SDL&I monitoring, verification, reporting, assurance and intervention support approach.
- Monitoring and reporting methodology.
- Structured corrective intervention model for delayed, underperforming or non-achieved SDL&I contractual obligations.

- Reporting framework, performance tracking tools and management insight capability.
- Description of proposed technological tools, including data management, workflow tracking, reporting, dashboards, security and integration capability.
- Company profile, relevant experience, comparable projects, client references and case studies where available.
- Proposed team structure, key personnel, roles, responsibilities and relevant qualifications or experience.
- Pricing model, cost breakdown, assumptions, mobilisation plan, support model and continuous improvement approach.