

## Request for proposals for Project Management and Delivery Support to the National Energy Crisis Committee

### Introduction

The National Business Initiative (NBI) is a voluntary group of leading national and multi-national companies, working together towards sustainable growth and development in South Africa through partnerships, practical programmes and policy engagement. Since its establishment in 1995, the NBI has been an advocate for the collective role of business in support of a stable democracy, growing economy and healthy natural environment.

To this end, the NBI has been appointed by the Resource Mobilisation Fund (RMF) to assist in the provisioning of resources to the Presidency, for use in the National Energy Crisis Committee (NECOM).

### Project Background

President Ramaphosa established NECOM to oversee the implementation of an Energy Action Plan to end load shedding and achieve energy security. The NECOM is chaired by the President and includes the Minister in the Presidency, the Minister of Mineral Resources and Energy, the Minister of Public Enterprises, the Minister of Finance, the Minister of Forestry, Fisheries and the Environment, and the Minister of Trade, Industry and Competition.

A technical secretariat has been established to support the NECOM, including senior officials in various government departments and state agencies. The secretariat is chaired by the Director-General in the Presidency and comprises nine workstreams to coordinate the implementation of interventions to reduce load shedding and achieve energy security. Details of the workstreams are provided in Table 1 below.

**Table 1: NECOM workstreams**

Overview of workstream focus area	Departments/ Entities represented
<p><b>Workstream 1: Improving Eskom Plant Performance and Strengthening the Grid</b></p> <p>Workstream 1 will focus on two areas. First, it will oversee improvements in the performance and availability of existing Eskom plant, working closely with Eskom. This will include an independent review of plant performance to identify improvements in operating practices, skills and other factors. Second, it will focus on expanding and strengthening transmission infrastructure to enable the connection of new generation capacity, including large-scale renewables.</p>	<p>DPE DMRE Eskom</p>

<p><b>Workstream 2: Regulatory and Legal</b></p> <p>Workstream 2 will focus on cross-cutting policy, legal, regulatory issues and decision-making processes. It will also provide support to other work streams where legal issues arise. The immediate focus is to consider the tabling of special legislation to reduce or remove red tape for energy projects for a period of two years. The existing Embedded Generation Intervention Task Team will form part of the Regulatory and Legal Workstream and will work towards the establishment of a one-stop shop for energy-related applications.</p>	<p>DFFE , DMRE DALRRD DOT, DWS DPWI, DOJ&amp;CD DTIC (InvestSA) National Treasury NERSA, SALGA Eskom</p>
<p><b>Workstream 3: New Generation Capacity</b></p> <p>Workstream 3 will focus on expediting the connection of additional generation capacity from existing and future procurement rounds as well as emergency procurement. In addition, it will focus on measures to ensure private investment in new generation capacity as well as to facilitate commercial and residential installations of small-scale embedded generation. This will include implementing a feed-in tariff structure and expanding or reinstating tax incentives for Small-scale Embedded Generation (SSEG).</p>	<p>DMRE Eskom National Treasury NERSA SALGA</p>
<p><b>Workstream 4: Procurement and Financing</b></p> <p>Workstream 4 will focus on providing exemptions from the PFMA to enable emergency procurement of electricity and maintenance, as well as determining any cost and the deployment of financial resources in implementing the Action Plan to End Load Shedding.</p>	<p>National Treasury Eskom DPE</p>
<p><b>Workstream 5: Demand Side Management</b></p> <p>Workstream 5 will develop a detailed plan to improve demand management and ensure implementation of energy efficiency and customer response measures.</p>	<p>DMRE DPWI Eskom</p>
<p><b>Workstream 6: Safety and Security</b></p> <p>Workstream 6 will focus on ensuring that the Security Cluster implements a coordinated plan by law enforcement agencies to address sabotage, theft and fraud at Eskom as well as cable theft and illegal connections. A further critical area is to ensure that our intelligence capability addresses ongoing economic sabotage and protects critical infrastructure.</p>	<p>SANDF SAPS SSA DOJ&amp;CD NPA Eskom</p>
<p><b>Workstream 7: Data Analytics and Research</b></p> <p>Workstream 7 will provide ongoing data and research support to inform decision making, including modelling the impact of measures to address the energy shortfall.</p>	<p>DSI , DPME DMRE, CSIR SANEDI, Eskom</p>

<p><b>Workstream 8: Communication</b></p> <p>Workstream 8 will focus on communicating the strategy to the public in a coherent and effective manner, including providing regular progress updates, as well as on ensuring active and continuous stakeholder engagement.</p>	<p>G CIS Eskom DMRE</p>
<p><b>Workstream 9: Distribution</b></p> <p>Workstream 9 will focus on addressing distribution challenges, enabling all South Africans to benefit from new generation capacity.</p>	<p>NERSA, ESKOM DMRE SALGA AMEU</p>

## Purpose

For the NECOM to succeed, it will be important to define what different government departments and agencies are responsible for achieving, how they work together, and how these activities advance the objective of achieving energy security. Additionally, the NECOM's success will depend on executing planned activities according to clear timeframes, identifying risks that impact the action plan, and monitoring performance against targets. As a result, project management capacity is required to work together with the secretariat, and others, to oversee the successful implementation of the Energy Action Plan.

Ultimately, the objective of the project management support is to:

- Develop systems and processes to ensure effective implementation of the Energy Action Plan
- Interact with responsible departments and agencies to support implementation of the plan
- Identify critical dependencies which impact the implementation of the plan, and ensure adequate steps are taken to minimise delays
- Support information gathering, collation and analysis to track progress and inform intervention by the secretariat
- Develop materials to assess and convey progress against the plan to the secretariat and political principals

All these activities are aimed at positioning the NECOM for success and ensuring that the Energy Action Plan is implemented swiftly and effectively.

## Scope of work

Project management support should be flexible and accommodate changing needs as more activities are implemented and their outputs are assessed. As such, the scope of work should include but not be restricted to the overview described in table 2 below. The scope of work covers activity areas that allow for project managers to influence the robustness of the plan, continually inform how the plan is implemented, and accurately measure and report on the progress achieved.

**Table 2: Overview of scope of work**

Activity area	Issues to be addressed in the activity area
<b>Developing a road map (critical path) to achieving the outcomes of the Energy Action Plan</b>	<ul style="list-style-type: none"> <li>• Reviewing available materials and plans developed by the NECOM</li> <li>• Working closely with all relevant stakeholders to align on critical actions to implement the plan</li> <li>• Identifying and specifying critical dependencies for achieving the objectives of the plan</li> <li>• Developing a project delivery plan (including a detailed work plan for each workstream, etc.)</li> <li>• Leveraging expertise and/or lessons from other contexts to identify tools and systems that could strengthen implementation of the plan</li> </ul>
<b>Identifying risks &amp; implementing risk mitigation approaches</b>	<ul style="list-style-type: none"> <li>• Identifying risks in the plan and its implementation which threaten the outcomes to be achieved in the plan</li> <li>• Proposing, and where applicable, implementing risk mitigation approaches with the support of key stakeholders</li> </ul>
<b>Tracking and managing performance against the Energy Action Plan</b>	<ul style="list-style-type: none"> <li>• Utilising project management tools to track and reflect progress against an approved and adopted workplan</li> <li>• Providing advice to the secretariat on securing delivery for the Energy Action Plan</li> <li>• Gathering, collating and analysing data from workstreams</li> <li>• Advising on informed decision-making that promotes the success of the plan (this can include identifying best practice examples to provide context for decisions that will need to be taken in South Africa)</li> <li>• Monitoring outputs of activities in the plan to inform how these are tracking towards envisioned outcomes</li> </ul>
<b>Analysing and conveying progress on the Energy Action Plan</b>	<ul style="list-style-type: none"> <li>• Developing reports and presentations, together with the secretariat, to update various stakeholders (including political principals) on the progress of the Energy Action Plan</li> </ul>

## Project deliverables and contractual period

The contractual period for this engagement will be for 12 months. Based on the scope of work, the following core deliverables will be required as key success indicators:

- **A detailed delivery plan for each of the nine workstreams** (utilising appropriate project management tools). This will be delivered at the end of 1 month’s support to the NECOM.
- **A detailed project plan** highlighting the critical path to achieving the outcomes of the Energy Action Plan, including proposing key performance indicators against which to monitor progress of the NECOM in delivering on the action plan. This should identify data sources

which will inform the KPIs, as well as risk identification and mitigation approaches. This will be delivered at the end of 1 month's support to the NECOM.

- **Production of 24 regular progress reports** (in PowerPoint format or as requested) highlighting progress against the action plan, produced in close collaboration with the secretariat.
- **Production of four quarterly progress reports** against the workplan (in PowerPoint format or as requested). These reports will detail activities against the plan, outline milestones and indicate their relevance in delivering on the objectives of the NECOM. Further, the report will cover evolving risks and risk mitigation approaches.
- **A close out report**, providing an assessment of progress in implementation after twelve months as well as an overview of lessons on intergovernmental collaboration to deliver on significant national goals.

## Reporting requirements

The Director-General in the Presidency will provide oversight of tasks carried out while day-to-day management will be the responsibility of the Project Management Office (PMO) in the Presidency, as part of the NECOM secretariat. The secretariat will supply all reasonable, relevant, available data and information required and requested by the successful project managers for the proper execution of the services. This day-to-day engagement will include weekly planning meetings with the secretariat to support project delivery.

## Qualifications and experience

The composition of the project team, both in terms of number of individuals and/or institutions, is not prescribed by the NECOM secretariat. However, the successful proposal should demonstrate that the team that will undertake the services required, either individually or collectively, meets the following core requirements:

- Experience in providing strategic and project management support generally, including the delivery of complex, multi-stakeholder projects
- At least ten years' combined experience working in the South African government
- Knowledge of public sector systems and processes affecting decision-making and project delivery
- Expertise in delivery methodologies and their application for centre-of-government functions
- Expertise in monitoring and evaluation, including developing and implement M&E systems
- Understanding of the energy sector, including in South Africa

## Proposal and Project Timelines

Proposal Due Date:	22 <sup>nd</sup> March 2023
Project Commencement:	3 <sup>rd</sup> April 2023
Project Duration:	The project will end after 12 months

## Proposal Requirements

Please ensure that your Proposal specifically includes:

- Your proposed methodology including:
  - Organisation information (including governance structure, core business, contact details).
  - Exposure to the public sector
- Proposed budget –
  - an all-inclusive hourly rate per resource, per area
- Evidence of experience including:
  - The suitability of your firm/team to complete this project.
  - Short summaries of the relevant capabilities and experiences of each individual assigned, showing an ability to understand the content area.
  - Indicate similar work your organisation has undertaken and outcomes achieved.
  - Contact details of project references
- Your tax compliance certificate.
- Your broad-based black economic empowerment status.

It is envisaged that the support will mostly be offered via virtual platforms. All proposed resources should be readily available to start on the proposed date as indicated below.

**Your proposal should not exceed seven pages in Microsoft Word (pdf), excluding Annexures.**

Please email your proposal and relevant supporting documents to [Mandyp@nbi.org.za](mailto:Mandyp@nbi.org.za) by 12h00 on Wednesday 22<sup>nd</sup> March 2023. No late submissions will be considered.

## Evaluation Criteria

Criteria	Weight
Functionality (Capability and track record)	80%
Cost	10%
BBBEE	10%
<b>Total</b>	<b>100%</b>

## Important dates

Deadline for clarification questions to <a href="mailto:rutht@nbi.org.za">rutht@nbi.org.za</a>	<b>16<sup>th</sup> March 2023</b>
Deadline for submission of proposals to <a href="mailto:mandyp@nbi.org.za">mandyp@nbi.org.za</a>	<b>By 12h00 on 22<sup>nd</sup> March 2023</b> <b><u>No late submissions will be considered</u></b>

## CHECKLIST OF DOCUMENTS TO BE SUBMITTED

A checklist below which is not mutually exclusive has been provided in order to highlight some of the important documents which must be included/ submitted with the Request for Proposal (RFP):

**\* applicable to firms only**

	DESCRIPTION	Y/N
1	A signed Bid submission in response (responsive) to requirements stated in the Tender Terms of Reference and Evaluation Criteria	
2	Cost proposal / Budget	
3	Bank Details (verified by bank)	
4 *	Company Profile	
5 *	Valid B-BBEE Status Level Certificate / Sworn Affidavit, where all copies provided MUST be authenticated as true copies of the original document/s by a registered Commissioner of Oaths	
6 *	Proof of registration on National Treasury's Central Supplier Database (CSD) [Recommended]	
7	Tax Clearance Certificate (pin) - companies OR Sworn Affidavit – individuals	
8	Curriculum Vitae (CVs) of resources proposed in the Bid Submission	
9	Certified copies of Academic and Professional documents of each proposed resource	
10	Project Reference Contact Details	
11 *	Registration and Good standing with Compensation Fund, Department of Labour, or private insurance. This must be attached.	
12	Professional Liability Insurance Certificate	

### NOTE:

- Ensure that all document attachments are clearly marked and the tender proposal is submitted in a clear, logical and well-marked sequence together with an index of documents.
- Only one submission is required.