

**Technical Evaluation Criteria: TMO (including finance)**

Basket	Category	Sub Category	Criteria	Weight
Providing guidance, alignment and integration for the energy market reform (Legal Separation)	Act as a leading advisor to the Eskom Executive committee and Board on broader Legal Separation and the broader reformed energy industry by providing expert knowledge and best practice	Applicable understanding of finance, legal transactions, organizational restructuring, governance, operating models, Regulatory and policy requirements, Electricity trading and supply, Licensing, and other relevant industry developments	List of specialist managers, their qualifications and relevant experience in similar roles of large companies, preferably SOE's or listed companies. i to Strategy, Business Development Energy	5 5 5
	Ensure and facilitate integration and alignment of strategy across the Eskom Divisions / Subsidiaries to ensure each entity has a place to operate in the new market.	Assist in identifying and managing all transactional processes pertaining to the integration and alignment of all Eskom Divisions / Subsidiaries towards a synced energy industry, pertaining to the above	Experience in Energy Industries and global trends.	5
Financial Modelling and Evaluation	Review and provide independent assurance on the financial modelling, valuations and associated transactions for Transmission, Distribution and Generation, including solvency and liquidity test	Provide expert judgement in reviewing the financial models and valuations for Transmission, Distribution and Generation to support strategic decision making and business planning processes	List of specialist managers, their qualifications and relevant experience in similar roles of large companies, preferably SOE's or listed companies. - Legal - Financial	10 5
Financial Operating Model, Processes and Procedures	Evaluate and provide independent assurance on the corporate and divisional/subsidiary financial operating models and associated processes and procedures	Provide expert judgement in reviewing the corporate and divisional/subsidiary financial operating models and associated processes and procedures to ensure that these address the necessary governance and financial controls requirements for an unbundled organisation.	List of specialist managers, their qualifications and relevant experience in similar roles of large companies, preferably SOE's or listed companies. - Legal - Financial	10 5
Integration with External Stakeholders	Applicable understanding of regulatory and policy requirements, electricity trading and supply, licensing, and global best practices in the energy industry.	Provide a link to the required external stakeholders and facilitate decision making to obtain a clear strategy of the future energy market and how the Eskom divisions / subsidiaries fit into it i.e. - DPE / DMRE - Energy Industry Roadmap - NERSA -	List of specialist managers, their qualifications and relevant experience in similar roles of large companies, providing support in integrating the company into the boarder industry	15
Capital Structure Optimisation and Financial risk management	Review and provide independent assurance to the Eskom Board and Executive committee on the current capital structure and provide recommendations for potential optimization	Provide independent assurance on Eskom's exposure to financial risk during the unbundling process and recommend risk mitigation strategies.	List of specialist advisors, their qualifications and relevant experience in similar roles of large companies, preferably SOE's or listed companies	10
Managing the delivery of the legal separation by providing an multi-disciplinary team to drive implementation	Programme Manage the implementation and delivery of the project across the divisions / subsidiaries and ensure: - Alignment to total industry strategy - Integration of timelines across divisions / subsidiaries - Risk management - Stakeholder management	Provide comprehensive strategic programme management methodologies, governance and support Provide full time skilled staff to the divisions / subsidiaries and enabling functions where required	1. List of Project and Programme Managers to be allocated to the contract 2. Provide evidence of the qualifications in Project Management - Preferably Strategic Project Management 3. Provide evidence of similar strategic projects worked on before.	5 10 10
Total				100

Handwritten signature and initials in the bottom right corner of the page.

