

| No | Company | Project Description | Areas of Engagement |
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| 1 | Eskom Holdings SOC Ltd | Provision of technical expert resources for the review and optimisation of the Eskom Procurement Policies and Processes | Provision of Procurement Policy Consultancy Services Review and update the Eskom's procurement and supply chain management (P&SCM) policy & procedure to align with legislation and best business practices |
| 2 | Eskom Holdings SOC Ltd | Appointed to the Eskom Claims Consultancy Services Panel for a Period of 3 Years | Provision of Claims Consultancy Services Claims Process - FIDIC, Claims Process - NEC, FIDIC DAB and NEC3 Adjudication Process, Negotiation and Procedures, Adjudication, Arbitration or Litigation |
| 3 | Eskom Holdings SOC | Appointment to the Eskom Engineering and Project Management Panel for a Period of 3 Years | Engineering and Project Management Services Engineering, project management and operation and maintenance services related to the refurbishment and upgrading of power stations, as well as green and brown field projects for nuclear, coal, hydro/pumped storage, open and/or combined cycle gas turbine plants, renewables, primary energy support activities, distribution and transmission engineering and specialised services. |
| 4 | Eskom Holdings SOC | Appointed to the Eskom Strategic Panel for a Period of 3 Years | Provision of Strategic, Business and Management Consulting and Professional Services Strategy, consulting services, business consulting, project management, operational matters, reviewing & providing assurance on business processes, change management & human resources. |
| 5 | Eskom Holdings SOC Ltd | Appointed to the Eskom Project Management Office (EPMO) Panel for a Period of 3 Years | Provision of Services to EPMO for Project Setup & Embedment of Project Management Methodology Project Management: Risk Management, Project Controls: Planning & Scheduling, Costing & Forecasting, Contracts & Cost Management |
| 6 | Nkonki | Provision of technical expert resources for the capital optimisation of the Eskom Generation fleet projects | Project Capital Optimisation Services Design, testing and implementation of a capital scrubbing process to enable capital budget savings for a 5 year period for the Eskom Generation fleet projects. |
| 7 | Eskom Holdings SOC | Provision of project planning services to Eskom project management office | Project Planning Services Provision of project specialist resources in project set-up and embedment of project planning and management methodology |
| 8 | Eskom Holdings SOC | Implementation of a practical Lessons Learned procedure and system on a megaproject construction site | Definition and Implementation of a Practical On-site Lessons Learned Initiative for a Power Generation Megaproject Design & implementation of a practical lessons learned initiative at Kusile Power Station to avoid repeat design, construction & commissioning incidents. Identification, capturing, quantification (cost & schedule), verification, documentation and on-site dissemination of practical lessons learned. Definition and implementation of a Lessons Learned SharePoint portal. |
| 9 | Barbican Advisory Group (Pty) Ltd | Commercialisation of Intellectual Property and Technologies for the Armscor (Armaments Corporation of South Africa SOC Ltd) | Commercialisation of Dual-Use Technologies and IP Identification, listing and prioritisation of dual-use IP and technologies for commercial application in terms of 1, 5 & 10-year pipeline. Commercialisation & funding framework, business models, launch client engagements, business cases and support with implementation |
| 10 | Spitfire Consulting (Pty) Ltd | Visual Performance Management and Lean Construction Practices for the construction of Unit 5 & 6 at the Kusile Power Station | Construction Performance Management (Power Generation) Project and construction management of construction packages for Unit 5 & 6 of Kusile Power Station. Performance improvement, integration and de-bottlenecking of construction activities on site. |
| 11 | North-West University | Due diligence to determine further investment in the commercialisation of complex internal combustion engine technology | Due Diligence on the Further Commercialisation of Complex Technology Part of a panel of experts performing a due diligence with specific reference to project & systems engineering management aspects on a project to commercialise complex internal combustion engine technology intended for global engine manufacturers. |
| 12 | Tshipi é Ntle Manganese Mining (Pty) Ltd | Client Representation on the Secondary Process Plant Front End Engineering Project and Project Structuring for Other Process Plant Projects | Client Representation for Feasibility Study, Concept & Basic Design (Mining) Managing an EPCM main contractor on behalf of our Client in all aspects ranging from commercial, technical, quality, configuration, project controls and delivery. Compilation of a Bankable Feasibility study for board presentation. |

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| 13 | Development Bank of South-Africa Limited | Development and Implementation of a Procurement Process for Independent Power Producer (IPP) Projects for Renewable Energy, Demand Side Management, Baseload, Mid Merit and Medium-Term Risk Mitigation Projects | IPP Program Management Design and implementation of the IPP Program Management Office based on the Renewable Energy Project Office to include the procurement of power generation capability from coal, gas and imported hydro technologies. |
| 14 | Thabile Engineering (Pty) Ltd | Facilitation of the Construction Industry Institute (CII) Toolsets (PDRA) as part of the Eskom Project Management Office governance framework. | Project Assurance Methodology and Best Practice Project Assurance - Facilitation and reporting on Project Definition Readiness, Project Key Health Indicators and Project Management Maturity for Eskom Group Capital Divisions generation, transmission, distribution, mining, building and civil construction projects; as well as the training and skills transfer to Eskom employees in the use and implementation of these best practice toolsets. |
| 15 | African Renewables (Pty) Ltd | Owners Representative to Lead and Facilitate Financial Close for the 5MWwe Busby Renewables Biomass IPP Project – Phase 1 & 2 | Owners Representative for Biomass Power Plant Project Structuring the project environment, requirements analysis, compilation of revised bid documents, invitation to tender (RFI & RFP), site clarification meeting, technical clarifications, bid adjudication & recommended way forward |
| 16 | Rosatom Africa (Pty) Ltd | Market Intelligence Research and Reports | Nuclear Market Research Research and compilation of four Marketing Intelligence Reports covering the nuclear fuel cycle and the nuclear infrastructure and operation of nuclear facilities in South Africa. Business partner needs analysis, Status of nuclear power development in South Africa and Competitor offerings to South African Customers for development of nuclear infrastructure |
| 17 | PricewaterhouseCoopers (PwC) - Energy, Utility & Mining Division | Recovery and completion of the Tshipi mine process plant construction project | Project Recovery & Turn-Around Consulting services and acting as Owners Engineering Team to assess, define and implement a project recovery strategy for completion of the construction project. |
| 18 | Ernst & Young (EY) Advisory Services (Pty) Ltd - Energy | Development of an Eskom Generation Turn-Around Strategy | Operational Turn-Around Strategy Operational Turn-Around Strategy & Plan development for the Eskom CEO and Generation executive to improve Energy Availability Factor by focusing on Risk & Opportunity based UCLF through the implementation of a bold maintenance implementation programme. |
| 19 | Tshipi é Ntle Manganese Mining (Pty) Ltd | Structuring & Managing of a Feasibility Study (Front End Engineering Design for a new secondary process plant) | Project Front End Engineering Structuring & Main Contractor Appointment Stakeholder intentions & requirements management, project definition and execution framework, generation of all tender documentation, identification of 25 tenderers, site clarifications, technical clarification, technical evaluations for 9 companies, shortlisting, preferred bidder negotiations, contract negotiations and appointment of a main contractor. |
| 20 | Ernst & Young Advisory Services (Pty) Ltd - Performance Improvement | Energy scenario workshops on a 14 - 28-day blackout in South-Africa for Old Mutual Group | Business Risk Mitigation & Planning Strategic & business consulting with the executive group of Old Mutual to inform on the black-out scenario and assisting to generate emergency response plans as part of business continuity planning. |
| 21 | Tshipi é Ntle Manganese Mining (Pty) Ltd | Techno-economic evaluation of options to complete the construction of the Tshipi mine process plant | Operational Strategy Development Technical Simulation, Project Development (CAPEX), Asset Management (OPEX) and Financial Analysis (NPV) of construction plant completion options to inform the board members on strategic alternatives. |
| 22 | Ernst & Young Advisory Services (Pty) Ltd - Performance Improvement | Energy scenario workshops on load-shedding, black-out and energy transition in South-Africa for the Liberty Group | Business Risk Mitigation & Planning Strategic & business consulting workshops with the executives of the Liberty Group on the business risk and potential mitigation actions (business continuity management) for the scenarios of load shedding & black outs. |
| 23 | Accenture (South Africa) (Pty) Ltd | Development of a Program Management Office for the Eskom Strategic Integrated Projects. | Program Management Development Management consulting work to develop the business systems and business architecture for the Program Management Office for the Eskom led Strategic Integrated Projects (SIP 1, 9 & 10). Implementation of the PMO and reporting to the PICC committee. Development of a training manual for the setup of SIP PMOs |

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| 24 | Thabile Engineering and Bosch Ulwazi consortium | Roll-out of the statutory registration process within Eskom Group Capital to ensure compliance to the SACPCMP Act. | Statutory Compliance - Project Management Governance Recovery of the project to roll-out the statutory registration process within Eskom Group Capital to ensure compliance to the SACPCMP Act. This was conducted through assisting candidates to apply and register as Professional Construction Project Managers and Construction Managers with the SACPCMP. This required a roll-out strategy to be devised with the SACPCMP, clarification of requirements, workshops and roadshows, individual assessments and reporting and feedback to the Eskom Board, as well as facilitating internal integration and alignment with EPMO Job Specification Development workgroups. |
| 25 | Thabile Engineering (Pty) Ltd | Enhancement of Eskom's Group Capital project assessment toolsets: Project Definition Readiness, Project Key Health Indicator and Shutdown Turn Around Readiness. Development of a Project Management Maturity assessment tool. The facilitation and reporting of assessments with these various toolsets. | Project Assurance Methodology and Best Practice Project Assurance – The best practice tool development and/or enhancement, implementation facilitation and reporting on Project Definition Readiness, Project Key Health Indicators and Project Management Maturity for Eskom Group Capital Divisions generation, transmission, distribution, mining, building and civil construction projects; as well as the training and skills transfer to Eskom employees in the use and implementation of these best practice toolsets. |
| 26 | Milotek (Pty) Ltd | Development of a demonstrator for a patented system to innovate world-wide transportation. | New Product/System Development Project and systems engineering management for the design of a demonstration unit for a battery-operated transportation system. Delivery of manufacturing data packages ready for manufacturing. |
| 27 | M-Tech Industrial (Pty) Ltd | Development of the Eskom project governance framework and tailoring of this framework to the Generation, Transmission, Renewables, Nuclear New Build and IT business units. The enhancement of the Eskom Project Definition Readiness Assessment (PDRA) Toolsets (from CII) | Project Management Consulting and methodology development Development of the Eskom Reference Project Life Cycle Methodology (PLCM) Standard and tailoring to each of the Eskom business units. Development of training material and conducting of skills transfer to Eskom employees. As well as the enhancement of the existing Eskom PDRA toolsets for Infrastructure and Industrial projects with added guidelines in implementation and understanding to align presenters/facilitators and project teams in understanding. |
| 28 | M-Tech Industrial (Pty) Ltd | Development of the Eskom Critical Spares Model and Toolset for the Generation, Transmission and Distribution business units. | Operational Improvement Practice Research, development and pilot testing of an Asset Management critical spares toolset that could be used by the Generation, Transmission and Distribution business units. |
| 29 | M-Tech Industrial (Pty) Ltd | Participating in the Eskom Back-to-Basic programme to establish the configuration baseline for Generation and Transmission assets. | Back-to-Basics Programme Establishment of the Eskom Generation and Transmission configuration baseline including asset identification, plant walk-downs, supplier identification, specification re-drafting, location of drawings etc. |
| 30 | M-Tech Industrial (Pty) Ltd | Tailoring of the Construction Industry Institute (CII) project assurance toolsets for the Eskom project environment | Best Practice Implementation Business consulting to the Eskom Project Management Centre of Excellence to improve and refine the international assurance toolsets (PDRA) to the Eskom mining, generation, transmission and building construction business unit environments. |