

	Contract Scope of Work	National Transmission Company of South Africa
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Title: **NTCSA Digital Transformation Professional Services Scope of Work**

Department:

Information Management

Functional Area:

Strategy and Architecture

Revision:

1

Total Pages:

7

Disclosure Classification:

Controlled Disclosure

1 Introduction

The NTCSA Corporate Plan discusses the need for digitisation and digitalisation and how the utility sector is being disrupted by emergent 4IR technologies. It also discusses the intent for NTCSA to be independent.

NTCSA is seeking to appoint a suitably qualified and experienced consulting firm to develop a comprehensive Digital Transformation Strategy and I&T Unbundling Strategy.

A consolidated information management and technology program is needed, supported by a Digital Transformation Strategy that covers both grid and IT modernization to make NTCSA a digital utility.

The strategy will guide the organization in leveraging technology, data, and digital capabilities to improve operational efficiency, enhance customer and employee experiences, enable data-driven decision-making, and achieve strategic business objectives.

2 Purpose

The purpose is to develop a Digital Transformation Strategy & Roadmap and an IT Strategy and Roadmap (including unbundling) that will enable NTCSA to become a digitally mature, agile, and data-driven organization.

3 Objectives

The objectives are:

- Assess the current digital maturity and technology landscape of the organization.
- Benchmark digital transformation and IT unbundling requirements against international transmission utilities.
- Define the desired future state and digital vision aligned with the corporate strategy.
- Identify key digital transformation themes, opportunities, and capability gaps.
- Develop a prioritized, actionable digital transformation roadmap including unbundling requirements.
- Recommend governance, change management, and implementation structures to ensure sustainable execution.

4 Scope of Work

This Scope of Work outlines the professional IT services to be provided to NTCSA by the Vendor, that align with the organization's strategic and operational intent for independence and digital transformation.

The scope of the assignment shall include, but is not limited to, the following phases and activities:

• Phase 1: Inception and Project Planning

- Conduct a project inception meeting to confirm scope, deliverables, stakeholders, and project plan. The engagements need to cover all the relevant NTCSA functional areas.
- Develop a detailed work plan and stakeholder engagement schedule.
- Define the following: project governance, reporting, risk management, and quality assurance requirements.

- **Phase 2: Current State Assessment**
 - Benchmark the organization against industry peers and best practices with regards to Digital Transformation and the IT unbundling from vertically integrated models.
 - Assess the impact of the TSO unbundling on the required digital transformation.
 - Review existing ICT processes, systems, applications, infrastructure, data management practices, and digital initiatives.
 - Identify strengths, weaknesses, risks, and improvement opportunities.
 - Conduct stakeholder interviews and workshops across business units.
 - Assess digital maturity using a recognized framework (e.g., Unified Digital Maturity Model (Armstrong & Lee) - preferred, Gartner, TM Forum, Deloitte Digital Maturity Model).
- **Phase 3: Future State Vision and Target Operating Model**
 - Define the desired digital vision, principles, and objectives aligned with NTCSA strategic goals.
 - Propose a target digital operating model, including governance, processes, data architecture, platforms, and people capabilities.
 - Propose a target unbundled operating model for Information Technology function, including governance, processes, data architecture, platforms, and people capabilities.
 - Identify enabling technologies such as cloud, automation, analytics, artificial intelligence, and digital experience platforms.
- **Phase 4: Gap Analysis and Strategic Recommendations**
 - Perform a detailed gap analysis between the current and future state.
 - Identify key transformation and unbundling themes, initiatives, and enablers.
 - Recommend quick wins, medium-term, and long-term initiatives.
 - Provide a high-level business case and value proposition for each major initiative.
- **Phase 5: Digital Transformation Roadmap Development**
 - Develop a 5-year digital transformation roadmap and an IT roadmap (including unbundling) with clear milestones, timelines, dependencies, and indicative cost estimates.
 - Define measurable performance indicators and key success factors.
 - Develop a model to quantify the step change in business performance associated with Digital Transformation.
 - Prioritize initiatives based on impact, feasibility, and alignment to business priorities.
- **Phase 6: Governance and Implementation Framework**
 - Recommend the governance structure for strategy execution.
 - Define roles and responsibilities, decision-making processes, and reporting lines.

- Propose a benefits realization and performance monitoring framework.
- Provide a high-level change management and communication plan to drive adoption.
- **Phase 7: Final Strategy and Executive Presentation**
 - Consolidate all findings, analyses, and recommendations into a comprehensive **Digital Transformation Strategy & Roadmap** document and an **IT Strategy & Roadmap** document. These documents must also include emphasis on the unbundling requirements.
 - Prepare an executive summary and presentation for the senior and executive managers.
 - Incorporate feedback and finalize all deliverables.

4.1 Deliverable Breakdown

Phase	Deliverable	Description	Acceptance Criteria	Anticipated Duration
1	Inception Report	Project plan, governance structure, and stakeholder engagement plan.	Approval by NTCSA IM Senior Manager or delegated representative within the NTCSA IM department of the quality of each deliverable.	2 Week
2	Current State Assessment Report	Findings from systems review, stakeholder interviews, and maturity assessment.		4 Weeks
3	Future State Vision and Target Operating Model	Defined digital vision, principles, and proposed operating model.		4 Weeks
4	Gap Analysis and Recommendations Report	Identified capability gaps and recommended interventions.		4 Weeks
5	Digital Transformation Roadmap	Phased roadmap (5 years) with initiatives, timelines, and resource implications.		2 Week
5	IT and Unbundling Roadmap	Phased roadmap (5 years) with initiatives, timelines, and resource implications.		2 Week
6	Governance and Implementation Framework	Structure and approach for execution, monitoring, and benefits realization.		2 Week
6	Change Management Framework	Guidelines to support organizational adoption of digital initiatives. The framework should include, but is not limited to the following: <ul style="list-style-type: none"> Organizational readiness assessment. Stakeholder change impact analysis. Communication plan expectations (scope, channels, frequency). 		2 Week
7	Final Digital Transformation Strategy Document	Comprehensive strategy document and executive presentation. The strategy must also include digital transformation risks.	2 Week	

5 Duration of Contract

The duration of the assignment is expected to be approximately six (6) months from the date of contract award.

The consultant shall propose a detailed schedule with milestones, dependencies, and review points.

Progress updates shall be provided at agreed intervals, including at least:

- Weekly project progress meetings or as otherwise agreed.
- Monthly written progress reports.
- Interim presentations at the end of major phases.

6 Consultant Requirements and Expertise

Vendors must demonstrate:

- Proven experience in developing digital transformation strategies for organizations of comparable size and complexity.
- Multidisciplinary expertise covering business strategy, IT strategy, enterprise architecture, data and analytics, process automation, and change management.
- Familiarity with recognized frameworks and standards (e.g., TOGAF, DAMA-DMBOK, COBIT, ITIL, Agile, or similar).
- At least 2 successfully completed digital transformation projects within the last 5 years.
- Strong stakeholder engagement and facilitation capabilities.

Key team members must include:

- Lead Consultant / Project Director
- Digital Strategy Specialist
- Enterprise Architect
- Data and Analytics Expert
- Change Management Specialist
- Business Process Analyst

7 Reporting and Governance

The appointed vendor will report to the NTCSA IM Senior Manager or delegated representative within the NTCSA IM department.

A Project Steering Committee will be established to oversee progress, approve deliverables, and ensure alignment with organizational priorities.

8 Intellectual Property

All work performed, remains the intellectual property of NTCSA.

All information, data, and materials shared during the course of the engagement shall remain the property of NTCSA.

The consultant shall treat all information as confidential and shall not disclose it to third parties without prior written consent.

All deliverables, reports, and materials produced under this assignment shall become the exclusive property of NTCSA upon completion.

9 Out of Scope

The following is out of scope:

- Implementation of digital solutions
- Detailed solution design and technical configuration
- Hardware/software procurement
- Vendor or product selection
- Data cleansing or migration

10 Content of Tender Submission

Potential tenderers are asked to provide the following within their submission:

- Sample Digital Transformation Strategy (Powerpoint format)
- A detailed methodology and approach.
- Project plan and timeline.
- Company profile and references of similar assignments, with contactable references. It is the vendors responsibility to obtain consent from the references in order to disclose their contact information.
- Detailed CVs of key personnel.
- Evidence of any membership of professional bodies that are relevant to this contract.

Tenderers are required to complete the response template spreadsheet, titled "NTCSA IM Digital Transformation Professional Services - Tender Response Spreadsheet", included with this document. Please use this spreadsheet to guide you in your response.