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## STRATEGIC BRAND & MARKETING DIVISION

# PROVISION OF PROFESSIONAL MARKETING SERVICES TO NATIONAL TRANSMISSION COMPANY SOUTH AFRICA (PTY) LTD

## SCOPE OF SERVICES

**Document Number** : 5 5 9 - 1 6 4 8 3 0 1 8 0

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**Public**

**ABSTRACT**

This document forms part of the Professional Services Contract to be procured by the National Transmission Company South Africa (Pty) Limited (NTCSA).


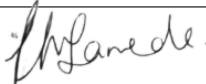
The document defines the Scope of *services* required from the *Agency* to perform of variety Marketing Services for the NTCSA

**CONFIGURATION CONTROL**

**Document History**

Rev.	Date	Preparer	Changes
A	19/3/2026	Keneiloe Kgorane	
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**Document Approval**

Action	Function	Designate	Signature
Prepared	Keneiloe Kgorane	Senior Manager: Strategic Brand and Marketing	
Reviewed	Rosemary Gamede	Acting General Manager	

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This document is a Quality Record and shall be retained in accordance with NTCSA Record Management Procedure.

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## ABBREVIATIONS

This list contains the abbreviations used in this document.

<b>Abbreviation or Acronym</b>	<b>Definition</b>
NTCSA	National Transmission Company South Africa
SHEQ	Safety, Health, Environmental and Quality
IT	Information Technology
WBS	Work Breakdown Structure
ATL	Above-the-Line (i.e. Traditional Media; TV, Radio, Print, OOH) - to drive mass and broad brand awareness
BTL	Below The Line (i.e. Activations, Events, Awards Events, etc.) - targeted, direct conversion techniques
TTL	Through-The-Line (i.e. TV, Radio and On the ground activations)  Through-the-Line (TTL) marketing is an integrated strategy combining Above-the-Line (ATL) (broad brand awareness) and Below-the-Line (BTL) (targeted, direct conversion) techniques. It offers a 360-degree approach, ensuring a consistent message across multiple channels, from TV and digital to maximize engagement and trackable ROI.

## DEFINITIONS

Term	Definition
Accepted Programme Activity <i>activity schedule</i> Agency Contract Data Employer key person <i>period for retention</i> Scope services Time Charge	These terms are defined in the New Engineering Contract, Professional Services Contract, 3 <sup>rd</sup> edition.

Term	Definition
Deliverable	A contractual deliverable in terms of the Scope of <i>services</i>
Technical Review	A review by the <i>Employer</i> of Deliverables, submitted by the <i>Agency</i> for Acceptance, as part of the <i>Employer's</i> Acceptance process.

## 1. INTRODUCTION

This document outlines the Scope of *services* required from the *Agency* to provide various Marketing services across five (5) Categories of Marketing Services to the National Transmission Company South Africa (Pty) Ltd (NTCSA).

### 1.1 SCOPE

The Scope of *services* required from the *Agency* is to provide various Marketing services across five (5) Categories of Marketing Services

### 1.2 EMPLOYER'S OBJECTIVE

The *Employer's* objective is to appoint agencies of various Marketing categories that will benefit the entire business by:

- Ensuring quality deliverance of key various Marketing activities and deliverables in budget and on time
- Better co-ordination between Divisions and improved control over Marketing and related services spend across the business
- Improving controls of spend on the contracts and ensuring best return for marketing investment and drive for budget efficiencies

### 1.3 BACKGROUND

The NTCSA from time to time requires a variety of Marketing services that require a variety of Marketing skills and abilities for the variety of growing needs that the company is requiring in growing quantity.

Though these services were previously provided for via Corporate, owing to the ongoing separation and subsequent unbundling of the NTCSA; we took the decision to procure a variety of Marketing agencies directly.

#### 1.3.1 Activities on Tasks

The *services* described in this Scope are divided into Activities as identified in section 3.

#### 1.3.2 Statement of Work

The *Agency* performs the primary activities stated in section 3.

#### 1.3.3 Participation of Agencies on the panel and the criteria for Task Order award

The form of contract for the services is the NEC Professional Services contract with option G as the Secondary Option. The *Employer* will from time to time depending on services required from the panel request quotations from panel Agencies. Request for Quotations will be issued to panel suppliers with defined scopes and deliverables. Once quotations are received, panel suppliers will be evaluated on their experience and expertise (Functionality) on the scope of services and the preferential point system in accordance with the PPPFA (80/20 or 90/10).

Functionality (scope) evaluation will be based on a technical evaluation threshold and all suppliers on the panel responding to Request for Quotations will be evaluated on their response to the technical scope requirements. Any supplier that meets the threshold will then be evaluated on the preferential

point system, with the highest ranked supplier from the preferential point scoring being awarded the Task Order.

## **2. APPLICABLE DOCUMENTS**

Applicable documents form an integral part of this document unless specifically otherwise stated.

### **2.1 STANDARDS, GUIDELINES, HANDBOOKS AND REGULATIONS**

None. Any documentation required for the *services* shall be issued during the Request for Procurement process.

### 3. SCOPE OF SERVICES

The scope of work will vary, as a guideline it should be noted that the scope of work, at any particular time is expected to include, but will not be limited to the following:

#### 3.1 SCOPE FOR CATEGORY A (CREATIVE, DESIGN AND TTL SERVICES)

<p>Background to the need for the Procurement and Scope of Services:</p>	<p><b><u>CREATIVE, DESIGN &amp; TTL AGENCY</u></b></p> <p>Strategic Marketing and Branding within the National Transmission Company South Africa (NTCSA) is to help the NTCSA become a recognisable and trusted company nationally by shaping and safeguarding the NTCSA's intangible assets, namely brand and reputational health.</p> <p>The Creative agency's purpose is to provide an end-to-end strategic, creative and operational service and support across the entire marketing value chain across the business of the NTCSA. The services provided by the appointed supplier will be used across Strategic Brand and Marketing, Internal Comms and Stakeholder Relations, Human Capital and International Trade Office departments.</p> <p>Creative Agency's key activities and responsibilities are divided into the following key thrusts as shown below:</p> <ul style="list-style-type: none"> <li>• Creating, shaping and safeguarding NTCSA's brand and reputational assets, both from strategic and visual points of view;</li> <li>• crafting and managing key corporate campaigns in line with high-level business objectives</li> <li>• managing high-impact strategic marketing initiatives, and designing and producing BTL collateral as well; including but not limited to the design and printing of internal campaigns or activities, e.g certificates, booklets, branding items, promotional material, etc that can be used for internal or external facing initiatives or activities, events, etc.</li> <li>• managing events; including the design and roll out of said events and inputs required per event per brief</li> <li>• Management of Sponsorships including booking of said Sponsorship and the design and production roll out of the collateral required for the specific Sponsorship event and on the ground management and support</li> <li>• managing and recording NTCSA's heritage through various creative mediums and channels</li> <li>• The creative design agency should also be able</li> </ul>
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	<p>to design logos and corporate identity elements for the NTCSA company.</p> <p>To ensure that the NTCSA delivers its strategic objectives as a wholly owned subsidiary of the Eskom Group; Strategic Marketing and Branding wants to appoint the services of a Creative Design and Through the Line agency that has expertise in Below the Line and live events including Sponsorship Events, in addition to others, ie and Internal and External Comms, Grid Site Roadshows, SAPP Events, NTCSA Awards Events, Media Briefings, Exco or CEO Grid Site visits and presentations, etc.</p> <p>NTCSA aims to target level 1 and 2 B-BBEE companies, with a preference for level 1, provided that the selected agencies have a strong track record of managing big campaigns.</p>
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**3.1.1. Submission Details**

- Proposals must include:
  - Company profile and credentials.
  - BBBEE certificate and compliance documents.
  - Detailed methodology and work plan.
  - Team composition and CVs.
  - Pricing Schedule

**3.2 SCOPE FOR CATEGORY B (PR AND REPUTATIONAL MANAGEMENT SERVICES)**

Background to the need for the Procurement and Scope of Services:	<p><b><u>PUBLIC RELATIONS &amp; REPUTATIONAL MANAGEMENT AGENCY</u></b></p> <p>Strategic Marketing and Branding within the National Transmission Company South Africa (NTCSA) is to help the NTCSA become a recognisable and trusted company nationally by shaping and safeguarding the NTCSA’s intangible assets, namely brand and reputational health.</p> <p>The Public Relations and Brand Reputational agency’s purpose is to provide an end-to-end strategic, brand</p>
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reputation management and operational services and support across the entire marketing value chain across the business of the NTCSA. The services provided by the appointed supplier will be used across Strategic Brand and Marketing, Internal/ External Comms and Stakeholder Relations, Human Capital and International Trade Office departments.

PR and Reputational Management Agency's key activities and responsibilities are divided into the following key thrusts as shown below:

### **1. Strategic Communications Planning**

- Develop and implement a comprehensive PR strategy aligned with the client's goals
- Identify key messages, target audiences, and communication channels
- Crisis communication planning and reputation management

### **2. External Stakeholder and Media Relations**

#### **Stakeholder Relations Management:**

- **Identify and map key stakeholders:** Design engagement frameworks for government, industry (including IPPs, ITPs) and community stakeholders.
- Develop engagement strategies for government, regulators, communities, and partners
- Develop crisis communication and reputation management strategies.
- Create a monitoring and evaluation tool for stakeholder engagement reports and issues registers.
- Facilitate dialogue channels and engagement events/moments and manage stakeholder expectations
- Make the necessary engagement bookings when and where required on behalf of the NTCSA and key Stakeholder partners

#### **Media Relations Management:**

- Build and maintain relationships with journalists, editors, and media outlets
- Draft and distribute press releases, media advisories,

and op-eds

- Secure media coverage in print, broadcast, and online platforms
- Organize press conferences, media briefings, and interviews

### **3. Content Creation**

- Write and edit content such as:
  - Press releases
  - Speeches and talking points
  - Newsletters and blogs
  - Social media posts
  - Annual reports and stakeholder communications, and others
  - Photographic Services

### **4. Brand and Reputation Management**

- Monitor media and public sentiment, reporting monthly, quarterly and annually
- Manage brand perception and messaging consistency
- Develop thought leadership opportunities for executives

### **5. PR Event Management and Stakeholder Engagements**

- Plan and execute public events, launches, media briefings and stakeholder engagements
- Coordinate logistics, media attendance, and promotional materials
- Provide on-site PR support and post-event coverage

### **6. Internal Communications**

- Support employee engagement campaigns via the NTCSA Internal Comms team
- Develop leadership messages or provide propositional commentary
- Assist with change management communications

## **7. Stakeholder Engagement**

- Identify and map key stakeholders
- Develop engagement strategies for government, regulators, communities, and partners
- Facilitate dialogue and manage stakeholder expectations
- Provide stakeholder management training
- Develop Tools for tracking of stakeholder engagement effectiveness

## **8. Digital and Social Media Commentary**

### **Management**

- Develop and execute social media strategies
- Manage social media accounts and content calendars
- Monitor engagement and analytics
- Respond to public queries and manage online reputation

## **9. Monitoring, Reporting, and Evaluation**

- Track media coverage and campaign performance
- Provide regular reports with insights and recommendations
- Adjust strategies based on analytics and feedback

## **10. Media and Strategic Marketing Training**

- Periodic Media trends and key market analysis presentations and engagements
- Invitation to key industry talks and trends talks
- Media events invitations and training events
- Optional: Submission of creative work for Advertising and Industry recognition awards

To ensure that the NTCSA delivers its strategic objectives as a wholly owned subsidiary of the Eskom Group; Strategic Marketing and Branding wants to appoint the services of a Public Relations and Reputational Management agency that has expertise in Public Relations, etc.

	<p>The NTCSA aims to target level 1 and 2 B-BBEE companies, with a preference for level 1, provided that the selected agencies have a strong track record of managing big campaigns.</p>
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**3.2.1. Submission Details**

- Proposals must include:
  - Company profile and credentials.
  - BBBEE certificate and compliance documents.
  - Detailed methodology and work plan.
  - Team composition and CVs.
  - Pricing Schedule

3.3 SCOPE FOR CATEGORY C (DIGITAL/SOCIAL MANAGEMENT SERVICES)

<p>Background to the need for the Procurement and Scope of Services:</p>	<p><b><u>DIGITAL &amp; SOCIAL MEDIA MANAGEMENT AGENCY</u></b></p> <p>Strategic Marketing and Branding within the National Transmission Company South Africa (NTCSA) is to help the NTCSA become a recognisable and trusted company nationally by shaping and safeguarding the NTCSA's intangible assets, namely brand and reputational health.</p> <p>The Digital and Social Media management agency's purpose is to provide an end-to-end strategic, digitally creative and social media management, operational service and support across the entire marketing value chain across the business of the NTCSA. The services provided by the appointed supplier will be used across Strategic Brand and Marketing, Internal Comms and Stakeholder Relations, Human Capital and International Trade Office departments.</p> <p>Digital and Social Media Management Agency's key activities and responsibilities are divided into the following key thrusts as shown below:</p> <p><b>1. Strategy Development</b></p> <ul style="list-style-type: none"> <li>• Conduct market and competitor analysis</li> <li>• Define target audience personas</li> </ul>
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- Develop digital marketing strategy aligned with business goals
  - Create a content calendar and campaign roadmap
- 2. Content Creation**
- Design branded graphics, videos, and animations, etc.
  - Write engaging copy for posts, blogs, and ads
  - Produce platform-specific content (e.g. Vlog on YouTube and LinkedIn articles)
  - Curate user-generated content and influencer collaborations
- 3. Social Media Management**
- Set up and optimise the NTCSA profiles on platforms like LinkedIn and YouTube
  - Schedule and publish posts consistently as per the content calendar as devised by the agency
  - Monitor engagement and respond to comments/messages
  - Community management and audience interaction
- 4. Paid Media & Advertising**
- Develop and manage paid ad campaigns (Meta Ads, Google Ads, LinkedIn Ads, etc.)
  - A/B testing of creatives and copy
  - Budget management and ROI tracking
  - Retargeting and conversion optimisation
- 5. Analytics & Reporting**
- Track KPIs (reach, engagement, conversions, etc.)
  - Monthly or weekly performance reports
  - Insights and recommendations for optimisation
  - Use of tools like Google Analytics, Meta Business Suite, Hootsuite, Sprout Social
- 6. Industry Influencer & Partnership Management**
- Identify and vet influencers
  - Negotiate collaborations and manage deliverables
  - Track performance and ROI of influencer campaigns
- 7. Reputation & Crisis Management**
- Monitor brand mentions and sentiment
  - Respond to negative feedback or PR issues
  - Develop crisis communication plans
- 8. SEO & Website Support**
- On-page SEO for blog content
  - Technical SEO audits

	<p><b>Website Support (Optional Add-On)</b></p> <ul style="list-style-type: none"> <li>• Support Website content updates and landing page creation</li> <li>• Weekly and Monthly updates</li> <li>• Content Planning</li> </ul> <p>To ensure that the NTCSA delivers its strategic objectives as a wholly owned subsidiary of the Eskom Group; Strategic Marketing and Branding wants to appoint the services of a Digital and Social Media Management Agency.</p> <p>The aims to target level 1 and 2 B-BBEE companies, with a preference for level 1, provided that the selected agencies have a strong track record of managing big campaigns.</p>
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**3.3.1. Submission Details**

- Proposals must include:
  - Company profile and credentials.
  - BBBEE certificate and compliance documents.
  - Detailed methodology and work plan.
  - Team composition and CVs.
  - Pricing Schedule

3.4 SCOPE FOR CATEGORY D (MEDIA BUYING SERVICES)

<p>Background to the need for the Procurement and Scope of Services:</p>	<p><b><u>MEDIA BUYING AGENCY</u></b></p> <p>Strategic Marketing and Branding within the National Transmission Company South Africa (NTCSA) is to help the NTCSA become a recognisable and trusted company nationally by shaping and safeguarding the NTCSA’s intangible assets, namely brand and reputational health in the local media landscape</p> <p>The Media Buying agency will have the duty ensuring the NTCSA’s brand advertising and public relations material(s):</p> <ul style="list-style-type: none"> <li>• Reaches the right people</li> <li>• Delivers efficiently</li> <li>• Maximizes return on spend</li> <li>• Is optimized continuously</li> </ul>
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- Provides measurable results

Their role is both strategic and operational, combining data analysis, negotiation, and campaign management.

The media buying agency will typically purchase and track, analyse, and report on media broadcasting across channels such as online news, broadcast, print, social media, radio, podcasts, and sometimes even customer or independent pundits'/ commentators' owned channels, ie vlogs and blogs.

### **1. Media Strategy & Planning**

A media buying agency starts by:

- Understanding the client's business objectives and marketing goals
- Identifying the target audience and consumer behaviour
- Recommending the best media channels (TV, radio, digital, print, OOH, social, etc.)
- Building a media plan with budgets, timelines, and KPIs

This is usually done in collaboration with media planners.

### **2. Media Research & Audience Insights**

Agencies analyze:

- Market trends
- Competitor activities
- Audience consumption habits
- Channel effectiveness

This helps inform smarter buying decisions.

### **3. Rate Negotiation & Media Buying**

- Negotiating the best possible rates with publishers, broadcasters, and platforms
- Securing premium ad inventory
- Ensuring value-added opportunities (bonus spots, editorial space, extensions)
- Placing the actual media bookings

### **4. Campaign Execution & Trafficking**

Once media space is purchased, the agency ensures:

- All creative assets are delivered on time and in the correct formats
- Ads are scheduled correctly
- Campaigns launch successfully across all channels

They coordinate between creative teams, media owners, and internal operations.

### **5. Monitoring, Optimization & Quality Control**

Throughout the campaign, media buyers:

- Monitor performance against KPIs (reach, impressions, clicks, GRPs, CTRs, conversions, etc.)
- Adjust placements or budgets to improve results
- Ensure ads run as contracted

Optimize daily/weekly to maximize efficiency.

### **6. Reporting & Analytics**

Media buying agencies deliver detailed reporting, such as:

- Performance metrics per media channel
- Cost analysis vs. industry benchmarks
- ROI, ROAS, effectiveness insights
- Recommendations for future campaigns. This helps clients understand what worked and what should change.
- Help safeguard the NTCSA by creating guard rails via a monthly update regarding any value add offers, rebates, and discounts received.
- Provide inputs where required for annual audits over media spend and transparency.

### **7. Financial Management**

They are also responsible for:

- Managing media budgets
- Handling invoices and reconciliations
- Ensuring billing accuracy
- Avoiding overspend

	<p><b>8. Compliance &amp; Brand Safety</b></p> <ul style="list-style-type: none"> <li>• Protect brands from unsafe or inappropriate content</li> <li>• Ensure ads meet regulatory and platform standards</li> <li>• Use tools to prevent fraud and invalid traffic</li> </ul> <p><b>9. Managing Relationships with Media Owners</b></p> <p>Maintain strong relationships with:</p> <ul style="list-style-type: none"> <li>• Broadcasters</li> <li>• Publishers</li> <li>• Tech platforms (Meta, Google, TikTok, etc.)</li> <li>• OOH vendors</li> </ul> <p>These relationships help secure better pricing, placements, and opportunities for client.</p> <p>To ensure that the NTCSA delivers its strategic objectives as a wholly owned subsidiary of the Eskom Group; Strategic Marketing and Branding wants to appoint the services of a well-established Media Monitoring agency</p> <p>The NTCSA aims to target level 1 and 2 B-BBEE companies, with a preference for level 1, provided that the selected agencies have a strong track record of managing big campaigns.</p>
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**3.4.1. Submission Details**

- Proposals must include:
  - Company profile and credentials.
  - BBBEE certificate and compliance documents.
  - Detailed methodology and work plan.
  - Team composition and CVs.
  - Pricing Schedule

**3.5 SCOPE FOR CATEGORY E (MEDIA SENTIMENT AND ANALYTICS SERVICES)**

Background to the need for the Procurement and Scope of Services:	<p><b><u>MEDIA MONITORING &amp; ANALYTICS AGENCY</u></b></p> <p>Strategic Marketing and Branding within the National Transmission Company South Africa (NTCSA) is to help the NTCSA become a recognisable and trusted company nationally by shaping and safeguarding the NTCSA’s intangible assets, namely brand and reputational health in the</p>
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local media landscape

The Media Monitoring agency will have the duty of monitoring the coverage, public relations sentiment and brand reputational management of the NTCSA.

The media monitoring agency will typically track, analyse, and report on media coverage across channels such as online news, broadcast, print, social media, radio, podcasts, and sometimes even customer or independent pundits'/ commentators' conversations.

### **1. Media Data Collection / Monitoring Department**

#### **Responsibilities:**

- **Real-time tracking** of news, online articles, blogs, forums, and broadcast media.
- **Social media scraping and ingestion** via APIs (X, Facebook, Instagram, TikTok, YouTube, etc.) where permitted.
- Running **keyword-based monitoring** for brands, executives, industries, competitors.
- Ensuring **24/7 monitoring** for crisis-related spikes.
- Quality-checking captured content (relevance, accuracy, duplicates).
- Provide a dashboard where ad hoc reporting or data pulls can be done internally by the Brand and Media Comms team at the NTCSA

### **2. Content Tagging & Coding Team**

#### **Responsibilities:**

- **Classifying and categorising coverage** (topic, sentiment, themes, geography).
- **Identifying spokespersons, competitors, product mentions**, etc.
- **Sentiment analysis** (often manual or hybrid AI-human).
- Tagging by **tone, reach, media type, audience**, etc.

This team must ensure data is *usable* for reporting.

### **3. Insights & Analytics Department**

#### **Responsibilities:**

- Producing autocued daily, weekly, and curated monthly and quarterly reports.

- Deep-dive analysis such as:
  - Share of voice
  - Sentiment trends
  - Reputation analysis
  - Market / industry trends
  - Competitor benchmarking
  - Influencer performance
  - Campaign impact analysis
- Crisis tracking:
  - Issue escalation timelines
  - Narrative analysis
  - Risk identification

**Deliverables:**

- Executive dashboards.
- Insight summaries.
- PowerPoint/Excel/Business Insights dashboards.
- Alerts and crisis updates.

**4. Client Service & Account Management**

**Responsibilities:**

- Onboarding new clients.
- Developing monitoring keyword frameworks.
- Understanding communication, PR and marketing goals.
- Customising reporting formats.
- Managing SLAs, meetings, and briefs.
- Translating client needs to internal teams (monitoring + analytics).

**5. Technology & Product Development**

A major unit — especially for large agencies.

**Responsibilities:**

- Building and maintaining:
  - Monitoring platforms
  - Dashboards

- Databases
- AI/ML models (sentiment, topic clustering)
- Integrating new data sources.
- Infrastructure management (cloud/servers).
- API integration for clients.
- User experience and interface design.

#### **6. Quality Assurance (QA) Team**

Ensures data accuracy and report reliability.

##### **Responsibilities:**

- Checking accuracy of:
  - Sentiment scoring
  - Categorisation
  - Dashboard data
  - Report calculations
- Ensuring compliance with SLA turnaround times.
- Handling corrections and client queries.

#### **7. Editorial / Writing Team**

THE NTCSA requires these key services:

##### **Responsibilities:**

- Writing **daily news summaries**.
- Producing narratives for **executive intelligence reports**.
- A dedicated Writer or Writers to create content and write editorials or narratives for the NTCSA when requested
- Synthesising high-level insights.
- Crisis summaries and narrative themes.

#### **9. Data Governance, Compliance & Legal**

Important because media monitoring deals with public data, privacy, and IP rights.

##### **Responsibilities:**

- Ensuring data is collected legally and ethically.
- Copyright management for print/broadcast

reproduction.

- POPIA compliance.
- Client confidentiality and data security.

## **10. Operations & Administration**

### **Responsibilities:**

- Scheduling.
- Workflow management.
- HR and recruitment.
- Finance and invoicing.
- Internal training.

To ensure that the NTCSA delivers its strategic objectives as a wholly owned subsidiary of the Eskom Group; Strategic Marketing and Branding wants to appoint the services of a well-established Media Monitoring agency

The NTCSA aims to level 1 and 2 B-BBEE companies, with a preference for level 1, provided that the selected agencies have a strong track record of managing big campaigns.

### **3.5.1. Submission Details**

- Proposals must include:
  - Company profile and credentials.
  - BBBEE certificate and compliance documents.
  - Detailed methodology and work plan.
  - Team composition and CVs.
  - Pricing Schedule

## 4. ASSOCIATED REQUIREMENTS AND ACTIVITIES

### 4.1 PROJECT MANAGEMENT

### 4.2 REVIEW AND ACCEPTANCE OF DELIVERABLES

Deliverables generally follow the process outlined in Table 1.

**Table 1: Process for Review and Acceptance of Deliverables**

Ref.	Task	Responsibility
A	<i>Employer</i> raises PO for the Task	<i>Employer</i>
B	<i>Agency</i> prepares Task Specification Sheet	<i>Agency</i>
C	<i>Employer</i> approves the Task Specification Sheet	<i>Employer</i>
D	Task Completed in accordance with internal quality assurance procedures	<i>Agency</i>
E	Authorized person within <i>Agency</i> organization approves deliverable	<i>Agency</i>
F	<i>Agency</i> submits the deliverable to the <i>Employer</i>	<i>Agency</i>
G	<i>Employer</i> reviews the deliverable using the requirements set out in this document as the basis for the review	<i>Employer</i>
H	<i>Employer</i> forwards review comments to the <i>Agency</i>	<i>Employer</i>
I	Review meeting is held to discuss the <i>Employer's</i> comments	<i>Employer and Agency</i>
J	<i>Agency</i> updates the deliverable as per review meeting	<i>Agency</i>
K	Authorized person within <i>Agency</i> organization approves the updated deliverable	<i>Agency</i>
L	<i>Agency</i> submits updated deliverable to the <i>Employer</i> for acceptance	<i>Agency</i>
M	<i>Employer</i> accepts deliverable documents in writing, provided that comments have been incorporated as per agreement between the parties	<i>Employer</i>
N	An authorized person within <i>Agency</i> organization approves the revised deliverables	<i>Agency</i>
O	<i>Employer</i> accepts the deliverables	<i>Employer</i>
P	<i>Employer</i> confirms acceptance of deliverables in writing	<i>Employer</i>

### 4.3 REVIEW MEETINGS

- a. The *Agency* and the *Employer* will review the Deliverables in meetings organized and scheduled by the *Employer*.
- b. The *Agency* ensures that all follow-up actions are carried out within the time stipulated.
- c. The *Employer* may, in addition to the scheduled review meetings indicated, request additional reviews.
- d. The *Employer* may involve independent third parties in any of the review meetings.

#### **4.4 PROGRESS MEETINGS**

The *Employer* and the *Agency* hold regular meetings to review the progress made with respect to the programme for delivery of the deliverables, to discuss early warnings, etc.

The *Agency* agrees the frequency and venue of the progress meetings with the *Employer*.

The *Agency* agrees a schedule for the progress meetings with the *Employer*.

The *Employer* keeps minutes of these meetings.

**Note:** Minutes of meetings will not form any basis of variations or amendments to the contract. The *Employer* communicates contract variations or amendments formally and separately to the *Agency* by means of compensation events.

## **5. DELIVERABLES**

### **5.1 SCHEDULE OF DELIVERABLES**

The *Employer* will develop a schedule of deliverables, based on the scope of services required at Task Order issue. The deliverables are reviewed and discussed during scheduled review meetings.

### **5.2 SCHEDULE OF REVIEW MEETINGS**

Review meetings for all deliverables will be scheduled as and when required during course of the assignment.

## **6. RECEIVABLES**

### **6.1 OTHER RECEIVABLES**

The *Employer* shall provide other documents as required per Task Order.

### **6.2 ADDITIONAL INFORMATION REQUIRED**

The *Agency* identifies any additional information required from the *Employer*, and indicates it accordingly as part of the Programme.

### **6.3 CHANGES TO EMPLOYER FURNISHED INFORMATION**

The *Agency* does not alter the content of any *Employer* furnished information or data for design purposes without the written authorization of the *Employer*. Should the *Agency* have any doubt about the design suitability or correctness of any *Employer* furnished information or data, or has proposals for changes, it advises the *Employer* accordingly at the earliest opportunity. The *Agency* ensures that the design of Deliverables, using *Employer* furnished information or data, is in accordance with the specific requirements of such Deliverables.

## **7. REQUIREMENTS APPLICABLE TO DELIVERABLES**

### **7.1 GENERAL DOCUMENT FORMAT**

#### **7.1.1 General**

- a. All documents, except data sheets, conform to the formatting standards as listed in paragraph 7.1.2. Any deviation from this format is to be agreed to in writing by the *Employer*.
- a. Where no standard is prescribed, the *Agency* proposes the format and contents to the *Employer* for review and acceptance.

#### **7.1.2 Document Format**

##### **7.1.2.1 Document and data numbering**

A unique Identification Code Number is assigned to each document or data so that it can be:

- correctly associated with its related data and items;
- referred to precisely; and
- retrieved when necessary.

##### **7.1.2.2 Revision identifiers**

Documents and data have revision identifiers to indicate the current revision status.

##### **7.1.2.3 Document identification**

- a. Each document provides the data, as listed below, to properly identify the document. The following are indicated on each page of a document:
  - Company Name
  - Proprietary Classification
  - Document Title
  - Document Number
  - 'Revision' – document revision identifier
  - Date
  - 'Page number' of 'number of pages'
- b. Each page of a document, including all attachments, is numbered consecutively from the first to the last page.

##### **7.1.2.4 Amendment history**

Each document includes an amendment history that indicates the following for each revision:

- Revision identifier.
- Date (either release date or effective date).

- Preparer.

#### **7.1.2.5 Approval signatures**

Each document includes the names and signatures of the preparer, reviewer and approver.

### **7.2 FORM OF DOCUMENT RETENTION**

Copies of documents, records, calculations and associated raw data are stored in a format that can be read by the user, or converted to human readable form, regardless of the media used. Copies are stored in such a way that they remain legible, readily identifiable and retrievable for the entire lifetime of the *services*.

### **7.3 DOCUMENT COPIES AND SOFTWARE FORMATS**

Documents, are submitted as one hard (paper) copy, one soft copy in Adobe PDF format and another software copy in Microsoft format, on a compact disk which is uniquely identified on it as to its contents.