

Scope of service for: The provision of professional services for the NTCSA Organisational Culture and Change Management Programme

PURPOSE

1. To request the approval of the procurement of consulting services and the payment towards related expenditure. This service will be required for the next four years, starting this financial year, FY2025.

BACKGROUND

2. The National Transmission Company South Africa (NTCSA) came into Operation in July 2024 and is currently a subsidiary of Eskom Holdings SOC LTD. Its primary objective, as outlined in its Memorandum of Incorporation, is to provide a reliable and efficient transmission network and energy services in South Africa while promoting transformation, economic development, and sustainability.

The Board and Exco of the company have determined that the implementation of an Organisational Culture that is unique to NTCSA is key to the fulfilment of the mandate and related operational and strategic objectives. Notably, a high-performance culture is essential for NTCSA. A strong change management strategy must support this culture strategy.

NTCSA has developed a comprehensive Human Capital Strategy that focuses on various initiatives to meet NTCSA's operational and strategic objectives. Organisational culture and Change management are included as key drivers.

The Human Capital department is therefore required to embark on sourcing a supplier that will provide the required services to implement a robust Organisational Culture and Change Management strategy.

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High level scope of work

The supplier is required to do the following, broken down in four (4) phases:

1. Phase 1 - Collection and interpretation of data
 1. Familiarization of NTCSA strategic direction
 - a. Develop organizational culture diagnostic
 - b. Engage leadership to determine 'As-Is' leadership and organisational culture
 - c. Run organizational culture diagnostic (including As-Is) organizational wide
 - d. Collect and interpret data
 - e. Engagement with EXCO to determine the 'To-Be' culture
 - f. Executive and Senior Leadership coaching on 'To-Be' culture
 - g. Identify culture inhibitors interfaces (systems, processes, people, structures)
 - h. Readiness diagnostic
 2. Phase 2 - Rolling-out of culture implementation plan
 - a. Provide report and recommendations
 - b. Develop NTCSA culture and change strategy
 - c. Implement change management plan to roll-out the culture plan
 - d. Train HR to roll-out the action plan
 - e. Train Management as sponsors
 - f. Train change Agents
 - g. Roll-out culture implementation plan
 - h. Conduct change readiness diagnostic
 - i. Progress diagnostic
 3. Phase 3 - Implement and Manage Resistance
 - a. Roll-out and manage resistance
 - b. Manage culture inhibitors and interfaces (systems, processes, people, structures)
 - c. Conduct culture movement diagnostic
 - d. Continuous reporting and updates
 - e. Progress diagnostic
 4. Phase 4 - Close-out and Sustainability

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- a) Handover of all IP
- b) Training of all NTCSA staff for sustainability
- c) Final diagnostic
- d) Project Close-out
- e) The *Consultant* would have to Source and provide global case studies and industry benchmarks on specific organisational culture and change strategies and tools. Where the specified metrics are not available the *Consultant* would have to provide insights on alternative measures as applied in peer companies

1. Programming and Planning

- a. The *services* will be for a period of up to 4 years, with four distinct timeframe deliverables (from engagement - End September 2025 - up to handover End September 2029)
- b. The *services* will be managed by the Human Capital department reporting to the NTCSA General Manager Human Capital.
- c. The *Consultant* will be required to work in a partnering relationship with the existing NTCSA Human Capital team and the selected subject matter experts and will further be required to produce and execute on a skills transfer program to the NTCSA counterparts.
- d. Below is the high-level programme for the *services*

WBS	Task Name
5.3.8	NTCSA Organisational Culture and Change Management Strategy
5.3.8.1	Phase 1 - Collection and interpretation of data
5.3.8.2	Phase 2 - Rolling-out of culture implementation plan
5.3.8.3	Phase 3 - Implement and Manage Resistance
5.3.8.4	Phase 4 - Close-out and Sustainability
5.3.8.5	Phase 1 - Collection and interpretation of data
5.3.8.5.1	Familiarization of NTCSA strategic direction
5.3.8.5.2	Develop organizational culture diagnostic
5.3.8.5.3	Engage leadership to determine 'As-Is' leadership and organisational culture
5.3.8.5.4	Run organizational culture diagnostic (including As-Is) organizational wide
5.3.8.5.5	Collect and interpret data

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5.3.8.5.6	Engagement with EXCO to determine the 'To-Be' culture
5.3.8.5.7	Executive and Senior Leadership coaching on 'To-Be' culture
5.3.8.5.8	Identify culture inhibitors interfaces (systems, processes, people, structures)
5.3.8.5.9	Readiness diagnostic
5.3.8.6	Phase 2 - Rolling-out of culture implementation plan
5.3.8.6.1	Provide report and recommendations
5.3.8.6.2	Develop NTCSA culture and change strategy
5.3.8.6.3	Implement change management plan to roll-out the culture plan
5.3.8.6.4	Train HR to roll-out the action plan
5.3.8.6.5	Train Management as sponsors
5.3.8.6.6	Train change Agents
5.3.8.6.7	Roll-out culture implementation plan
5.3.8.6.8	Conduct change readiness diagnostic
5.3.8.6.9	Progress diagnostic
5.3.8.7	Phase 3 - Implement and Manage Resistance
5.3.8.7.1	Roll-out and manage resistance
5.3.8.7.2	Manage culture inhibitors and interfaces (systems, processes, people, structures)
5.3.8.7.3	Conduct culture movement diagnostic
5.3.8.7.4	Continuous reporting and updates
5.3.8.7.5	Progress diagnostic
5.3.9	Phase 4 - Close-out and Sustainability
5.3.9.1	Handover of all IP
5.3.9.2	Training of all NTCSA staff for sustainability
5.3.9.3	Final diagnostic
5.3.9.4	Project Close-out

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