

Title: **PROVISION OF THE APPOINTMENT  
OF A PANEL OF PUBLIC RELATIONS  
AGENCIES**

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## **ABSTRACT**

This document forms part of the New Engineering Contract, Professional Services Contract 3<sup>rd</sup> Edition.

The document defines the Scope of the *services* required from the *Consultants*:

### **I. Public Relations Services**

- Account management
- Public relations strategy
- Media relations (Traditional and Social)
- Public relations collateral/content development
- Issues and crisis management
- Media Training and Public Speaking
- Policy development advisory (Board and Exco Level)
- Drafting of policy positions, messaging and Frequently Asked Questions
- Policy stakeholder and third-party engagement program
- Government relations
- Reputation Management
- Review and input to draft materials for oral hearings, policy submissions etc
- Speech writing and opinion-editorial drafting
- Recommendations for speaker platform programs
- Review of strategy formulation and overall plan

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### ABBREVIATIONS

This list contains the abbreviations used in this document.

Abbreviation or Acronym	Definition
SEM	Socio-economic measure
MW	Megawatt – an electricity measure
M & V	Measurement and Verification
BTL	Below the Line
ATL	Above the Line
TTL	Through the Line
DTP	Desktop Publishing
PR	Public Relations
SOW	Statement of Works

### DEFINITIONS

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

Term	Definition
Data Item	A document, drawing or set of data (on paper or in electronic format).
Deliverable	A contractual deliverable in terms of the Scope of <i>services</i>
Milestone	A date on the Accepted Programme by which an identified group of activities has to be completed.
Qualification	All activities required, including analysis, simulation, demonstration and laboratory and field-testing necessary to demonstrate that the design of the Deliverables conforms to the requirements.
Technical Review	A review by the <i>Employer</i> of Deliverables, submitted by the <i>Consultant</i> for Acceptance, as part of the <i>Employer's</i> Acceptance process.
Above the Line (ATL)	ATL focuses on mass media promotion to reach a large audience. ATL includes media such as radio, TV, print media such as newspapers and magazines, and billboards.

<b>Term</b>	<b>Definition</b>
Below the line (BTL)	BTL includes marketing materials such as brochures, direct mail, flyers, and exhibitions.
Desktop Publishing (DTP)	Desktop Publishing is a modern printing process that uses personal computers and design software to create and edit layouts for producing all kinds of materials. including reports, books, magazines, brochures, flyers, and newsletters.

## **1. INTRODUCTION**

The PR marketing agencies will work on various Eskom marketing campaigns guided by the Eskom programme managers. These marketing agencies will each play a key role in the management of Eskom public relations, also through partnering on Eskom marketing campaigns.

The reasoning for the appointment of a panel of agencies is to ensure sufficient resources to do PR on the many campaigns run by the Eskom Group and the improvement of the reputation of the company. The following marketing campaigns have been running for the past few years, and more campaigns may start in the coming years as Eskom's turnaround strategy starts to take shape and is adopted by the business units:

- Eskom Development Foundation projects, incl Eskom Expo for Young Scientists
- Energy Losses and Revenue Recovery
- Smart Metering
- Virtual Wheeling
- Generation External and Internal Campaigns (Check NT Guidelines for internal campaigns and get appropriate approvals)
- National Nuclear Energy Education Strategy
- Public Safety
- Demand Management and Energy Efficiency
- Demand Response
- Internal and External Campaigns (Check NT Guidelines for internal campaigns and get appropriate approvals)
- Energy Crisis Communication
- Educational Campaigns and Eskom Schools Programme
- Winter and Summer plans (national)
- Air quality off-set project
- Eskom Brand Campaign

The ideal would be for PR agencies to work alongside the events companies executing specific campaigns, for instance the Corporate Affairs campaigns, the Distribution campaigns and the NTCSA campaigns. This will ensure that all the PR agencies have regular PR activities to complete and can resource the Eskom account accordingly.

### **1.1 SCOPE**

The aim is to appoint a panel of public relations agencies to provide a service to Eskom marketing campaigns.

**Public Relations Agency:** PR agencies promote companies or their campaigns via editorial and media coverage, some business events, brochures and catalogues, speaking engagements, partnerships, etc. This is known as "earned" or "free" media (stories appearing on digital platforms, newspapers, magazines, and broadcast channels) as a result of the activities listed above, in contrast to "paid media" or advertisements. A strong PR agency will advise leadership in times of crisis and guide the business through challenging times to minimise any negative reputational impact, issues management, by using its industry associations to generate the all-important earned media. The

agency will also provide media training, generate media releases, and generate positive newsworthy material from the company's activities.

The skills must include:

- Public relations strategy
- Media relations (Traditional and Social)
- Public relations collateral/content development
- Issues and crisis management
- Media Training and Public Speaking
- Policy development advisory (Board and Exco Level)
- Drafting of policy positions, messaging and Frequently Asked Questions
- Policy stakeholder and third-party engagement program
- Government relations
- Reputation Management
- Review and input to draft materials for oral hearings, policy submissions etc
- Speech writing and opinion-editorial drafting
- Recommendations for speaker platform programs
- Review of strategy formulation and overall plan

## **1.2 EMPLOYER'S OBJECTIVE**

The *Employer's* objective is to –

- To rebuild the Eskom reputation
- inform the South African public about the electricity supply situation and energy-related matters.
- reach residential, business (commercial, mining and industrial), and agricultural consumers with proposals for load shifting during peak times, overall profile optimisation; new products and services.
- explore alternative media platforms such as tactical digital platforms in the market, in addition to the current multi-channel broadcasters.
- position Eskom as a promotor of science and technology in South Africa.
- promote small business and empower women in business.
- recover debt and minimise non-technical energy losses.
- educate the lower SEM markets on the safe and efficient use of electricity; and
- educate our target audiences about our efforts to reduce carbon emissions and improve the lives of people in the areas where we generate electricity.
- Influence Policy development advisory

## **1.3 BACKGROUND**

Eskom is now in a turnaround phase – looking at new business opportunities (possibly beyond our borders), reflecting on our current structure and finding ways to return the utility to the global stature that we once had. Key to these endeavours is focused stakeholder engagement and advocacy – a key priority in the new Corporate Plan.

The marketing agencies have over the years played a key role in providing the skill sets that Eskom does not have – production skills, creative skills, strategic skills, media buying skills, and research networks. Steered by the campaign managers in Corporate Affairs and other Eskom divisions, the agencies have helped us build memorable and impactful programmes and campaigns.

Going forward, there will be an even stronger focus on stakeholder engagement – extending beyond the efforts made to date. There will be a stronger focus on targeted stakeholder engagement to get customers to participate in managing the demand on the electricity network effectively in the short term; to position new Eskom products; and to grow sales and revenue. Through the central influence from the Strategic Marketing and Branding Team, all campaigns will promote the vision of Eskom's turnaround strategy and corporate plan.

Eskom is currently operating in an intense period where policy and market reform decisions are being made by stakeholders that will define its license to operate, the size of its future marketplace and its

ability to compete as well as critically its capacity to deliver its social mandate and ongoing financial sustainability. This is occurring at a time where rapid developments in the affordability of electricity, municipal debt repayment and emissions legislation are receiving increasing focus from legislators due to the escalating urgency and magnitude of the issues.

Eskom is committed to the reform of the electricity supply industry and the creation of a competitive marketplace to the ultimate benefit of consumers, but requires the rule of law, policy certainty, a fair tariff that fully covers its obligations in a competitive marketplace and the public to be protected from potentially higher electricity costs.

Eskom at times is faced by coordinated and concerted attacks from lobby groups who wish to shape the policy environment in terms of, but not limited to, tariff restructuring, trading licenses, affordability of electricity, recovery of municipal debt, unbundling of Eskom, funding of the Just Economic Transition and emissions legislation. The Eskom board and Exco requires the appropriate counsel to objectively and factually provide input to policy discussions in order to deliver its shareholder compact and business strategy to particularly policy makers and stakeholders across these complex multiple and interlinked areas of policy.

### **1.3.1 Activities on tasks**

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

### **1.3.2 Work Breakdown Structure**

The Work Breakdown Structure (Detailed scope) for the *services* is attached as Appendix A.

### **1.3.3 Statement of work**

The *services* to be delivered are set out in the Statements of Work (SOW) - Appendix A. A SOW consists of a set of activities and deliverables.

The *Consultants* perform the prime activities stated in Chapter 3.

In support of the prime activities, the *Consultants* perform the associated activities stated in Chapter 4.

The technical contents of the *Consultants'* Deliverables are described as part of the Activities in Chapter 3.

The general format requirements for Deliverables are specified in paragraph 7.1 of Chapter 7.

The schedule for the submission of Deliverables and review meetings is as per the Programme.

## **2. APPLICABLE DOCUMENTS**

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

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

	<b>Document Title</b>	<b>Document Number</b>	<b>Revision</b>
[1]	Ethics Policy	32-173	4
[2]	Eskom Travel Policy	32-1041	6
[3]	Events Management Procedure	240-97192186	3
[4]	Eskom Corporate Identity Manual – Summary	240-103414344	4
[5]	Eskom Procurement and Supply Chain Management Procedure	32-1034	5
[6]	Standard for Establishment and Use of Panel Contracts	240-150133318	1

## **3. SCOPE OF SERVICES**

### **3.1 PUBLIC RELATIONS**

#### **3.1.1 PR Strategy – The public relations panel of agencies are expected to –**

- a) study and understand the *Employer's* business, which includes but is not limited to: the organisational structure, operating environment, operating principles, regulation, shareholding, and stakeholders. This understanding is essential for the *Consultants* to analyse and interpret a programme's brand strategies, research reports, media reports, etc. and to observe market activity with a view to identifying any opportunities and risks that may impact Eskom's brand reputation and achievement of marketing objectives;
- b) develop PR strategies which set measureable objectives, identify target markets, develop communication messages, and identify suitable PR tactics, necessary activities (working with the other CAD agencies like Events and Activations agencies), and touch points to achieve the marketing objectives of the specific campaign; and
- c) study and understand the consumers/target markets of each programme and extract relevant communication insights to provide the *Employer* with information on PR trends and best practices in the industry.
- d) Consult with Eskom, the Board and Exco on issues related to policy, crisis and issues management (these could be international or national related policies).
  - Policy development advisory (Board and Exco Level)
- e) Policy stakeholder and third-party engagement program
- f) Government relations
- g) Review of strategy formulation and overall plan

### 3.1.2 Media Relations – The public relations panel of agencies are expected to –

- a) build and maintain relationships with relevant media owners, media titles, spokespersons, editors, and journalists in the print and digital formats. These close relationships are essential for the *Consultants* to proactively identify opportunities which will allow Eskom to showcase and profile its various programmes, and cross-leverage its media investments;
- b) conduct desktop research and interact with Eskom specialists when preparing for writing documents, such as press releases, media statements, speeches, and holding statements. This research must also be used when briefing Eskom spokespersons.
- c) prepare media engagement plans in response to the media requirements of a campaign. The Media Plan should include the arranging by the *Consultant* of media engagements (briefings, interviews, press conferences) to generate publicity for the *Employer*, including proactive interventions, and identifying newsworthy opportunities.
- d) once the Media Plan has been formulated and execution has begun, the *Consultants* must analyse and evaluate the *Employer's* media coverage and prepare media coverage analysis reports which can be used to inform the media training of the *Employer's* media spokespersons.

### 3.1.3 Content Creation – The public relations panel of agencies is expected to –

- a) conduct desktop research, and interact with Eskom specialists to gain an understanding of the subject matter relating to the various Eskom campaigns. This is essential as the *Consultants* will be required to proofread and edit the general and technical copy to ensure that consumers understand the technical subject matter. When global reports relating to a campaign or industry are available, these must be localised to ensure local relevance. This intimate understanding of Eskom's programmes should enable the *Consultants* to develop themes as well as message hierarchies;
- b) write/produce "consumer-friendly" technical and general content for print and digital channels, e.g. brochures, websites, exhibitions, infographics, and video. Proactively identify publicity opportunities where the produced content can be used for ensuring the ongoing dissemination of publicity and campaign information. When required, the communication material produced by the *Consultants* must be packaged and distributed to Eskom's main regional offices and other main sites; and
- c) provide full video production services to package campaign content in a format relatable to the target audience. Similar to written content, media and publicity plans will also be required for video, in order to generate the campaign awareness that is described in the campaign objectives.
- d) Drafting of policy positions, messaging and Frequently Asked Questions
- e) Review and input to draft materials for oral hearings, policy submissions etc
- f) Speech writing and opinion-editorial drafting

### 3.1.4 Issues and Crisis Management – The public relations panel of agencies is expected to –

- a) maintain a database of crisis management case studies and best practices, which will be beneficial when monitoring the external environment to identify and anticipate potential crisis situations. If any potential crisis situation does materialise, the *Consultants* will be responsible for developing and implementing crisis communication and issues management strategies in partnership with the Corporate Affairs Department and Eskom's leadership teams, as requested;

- b) once the Crisis Communication Plan has been rolled out, the *Consultants* must monitor and measure the response of stakeholders and target markets to the crisis communication interventions, and provide strategic counsel to Eskom's executive management team, as requested.

### 3.1.5 Training for Effective Public Communication and Sales Presentations

To enhance our community engagement and ensure that our staff communicate effectively with the public, we are requesting support from the PR agencies to provide specialised training sessions. This training will focus on equipping selected employees with the skills to do media interviews, to deliver presentations at conferences, to speak at community forums, and to develop successful sales presentations for our sales force.

By investing in this training, we aim to improve our public relations efforts, strengthen our sales capabilities, and build stronger relationships with our stakeholders.

- Media Training and Public Speaking
- Recommendations for speaker platform programs

## 4. ASSOCIATED REQUIREMENTS AND ACTIVITIES

### 4.1 PROJECT MANAGEMENT

#### 4.1.1 Project Manager

The *Consultants* appoint an Account Manager as a *key person* who –

- functions as the single point of contact between the *Employer* and the *Consultants*; and
- plans and manages the delivery of the *services* in accordance with the Contract requirements.
- The *Employer* shall approve the *Consultants'* proposed *key persons on the account*.

### 4.2 PROGRAMME AND PLANNING

The *Consultants* provide skilled strategic and planning staff members to prepare and report on planning and scheduling activities for the duration of the project. The *Consultants* will be required to have access to any software needed for this service, and to keep the software maintenance contracts updated to ensure service delivery.

#### 4.2.1 Baseline and accepted programme

- a. The *Consultants* plan their own work. The *Consultants'* plans takes cognisance of project and contract milestones, and comply with such.
- b. The *Consultants*, under the direction of the *Employer*, develop a high-level PR campaign plan for each Eskom programme.
- c. The *Consultants* ensure that their PR campaign plan is structured with appropriate coding to provide all the necessary control and reporting functionality.

#### 4.2.2 Details of the accepted programme

The Accepted Programme includes the information that is required by the NEC 3 PSC.

#### 4.3 Progress monitoring and reporting

##### 4.3.1 Progress made with a task order

*The Consultants should* regularly review the progress made with the task order to assess the remaining durations, expected completion dates, and percentages completed. In addition, the *Consultants* provide trends relating to major project milestones.

Per task order, the *Consultants* submit the following:

- A cost estimate for the work on the brief
- Third-party cost estimates, if applicable
- Financial report
- Campaign plan with estimated completion dates

##### 4.3.2 Progress reporting

The *Consultants* submit progress reports on a monthly basis to the contract manager, by the 7<sup>th</sup> of the relevant calendar month, covering the period up to the end of the previous month. The progress reports, using the individual programme *budgets* as a basis, cover the following issues:

- Billings per campaign
- Details and stage of each task order given by the *Employer*.

The progress reports are discussed during the scheduled Progress Review Meetings. The *Consultants* propose to the *Employer* a schedule for the Progress Review Meetings. The Progress Review Meetings are held as and when required and can be held via online meetings.

#### 4.4 QUALITY MANAGEMENT

- a. The *Consultants* establish and maintain a quality management system that conforms to the requirements of ISO 9001:2015.
- b. The Quality Plan is delivered to the *Employer*-appointed quality representative before the appointment of a supplier.
- c. The *Employer* has the right to carry out periodic audits of the *Consultants'* management of quality, as well as specific audits, and reserves the right to appoint an independent body to perform all quality audits.

#### 4.5 REVIEW AND ACCEPTANCE OF DELIVERABLES

Deliverables generally follow the process outlined below:

**Table 1: Process for Review and Acceptance of Deliverables (in the case of a fee remuneration methodology)**

##### ***Task order activation process***

The task order activation process will be conducted on a rotational basis to ensure the principle of equitable, fair, and transparent work allocation across panel members.

The detailed process will be clearly defined in the approved Terms of Reference.

#### 4.6 REVIEW MEETINGS

- a. The *Consultants* and the *Employer* will review the Deliverables in the meetings that the *Employer* organises and schedules.
- b. The *Consultants* ensure 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.
- e. The schedule and the scope of planned review meetings are indicated in Table 3.

#### 4.7 PROGRESS MEETINGS

The *Employer* and the *Consultants* hold regular meetings to review the progress made with the campaign plan, to discuss early warnings, etc.

The *Consultants* agree on the frequency and venue of the progress meetings with the *Employer*.

The *Consultants* agree on a schedule for the progress meetings with the *Employer*.

The *Consultants* keep minutes and action items of these meetings.

**Note:** Minutes of meetings will not form any basis for variations or amendments to the contract. The *Employer* communicates contract variations or amendments formally and separately to the *Consultants* by means of a contract addendum.

**5. DELIVERABLES**

**5.1 SCHEDULE OF DELIVERABLES**

The *Consultants* undertake the analysis and delivers the documentation, listed in Table 2, to the *Employer* for review and acceptance. (The schedule indicates the task of “Submit for Acceptance” as referred to in Table 1.)

**Table 2: Schedule of Deliverables**

No.	Description	Reference Paragraph	Review Meeting No.	Delivery for Acceptance/ Frequency
<b>1.</b>	<b>Prime Activity 2: Public Relations</b>			
	<p><b>Deliverables for Public Relations:</b></p> <ul style="list-style-type: none"> <li>• Develop public relations strategies which resonate with the target market to achieve marketing objectives.</li> <li>• Media relations for all programmes</li> <li>• Public relations collateral /content development</li> <li>• Issues and crisis management</li> <li>• Training</li> <li>• Video production</li> </ul>	3.2		As per agreed schedule
<b>2.</b>	<b>Project Management</b>	4.1		
2.1	Progress Reports	4.2		Monthly
2.2	List of Contractual Deliverables	5.1		Per revision
2.4	Programme	4.2		Per revision
<b>3</b>	<b>Review Meetings</b>	4.6		
3.1	Attend Review Meeting 1.	4.6	1	At start date
3.2	Attend Review Meeting 2.	4.6	2	monthly with Contracts Manager and weekly with client for ongoing projects

**Notes:**

1. The *Consultants* may combine or separate Deliverables after written approval from the *Employer*. In this event, the *Consultants* revise the schedule of Deliverables accordingly.
2. The *Consultants* submit a list of all Deliverables (including the applicable document revision number) to the *Employer*. The *Consultants* revises the list and submit it to the *Employer* when the Deliverables change. Discussion of status reports and activity schedule.

**5.2 SCHEDULE OF REVIEW MEETINGS**

Deliverables are reviewed and discussed during scheduled review meetings as indicated in Table 3.

**Table 3: Planned Review Meetings**

<b>Review Meeting No.</b>	<b>Objective of the Meeting</b>	<b>Schedule*</b>	<b>Duration</b>	<b>Venue</b>
1	Kick-off meeting Review Logistics and schedule requirements	0,5	1 day	<i>Consultant's Offices</i>
2	Discussion of status reports and activity schedule	Monthly/weekly as required	1 day	<i>Employer's Offices/ video conference</i>

\* Months after *starting date*.

**6. RECEIVABLES**

**6.1 DOCUMENTS AND DRAWINGS**

The *Consultants* are responsible for obtaining the documents referenced in paragraph 2.1.

**6.2 OTHER RECEIVABLES**

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

**6.3 ADDITIONAL INFORMATION REQUIRED**

The *Consultants* identify any additional information required from the *Employer*, and indicates it accordingly as part of the Programme

**6.4 CHANGES TO EMPLOYER-FURNISHED INFORMATION**

The *Consultants* do not alter the content of any *Employer*-furnished information or data without the written authorisation of the *Employer*. Should the *Consultants* have any doubt about the suitability or correctness of any *Employer*-furnished information or data, or have proposals for changes, the *Consultants* advise the *Employer* accordingly at the earliest opportunity. The *Consultants* ensure that the Deliverables, using *Employer*-furnished information or data, are 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, shall conform to the formatting standards listed in paragraph 7.1.2. Any deviation from this format has to be agreed to in writing by the *Employer*.
- a. Where no standard is prescribed, the *Consultants* propose the format and contents to the *Employer* for review and acceptance.
- b. All deliverable data are expressed in SI (metric) units of measurement.

#### 7.1.2 Document format

##### 7.1.2.1 Document and data numbering

A unique Identification Code Number is assigned to each contract amendment 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 the "number of pages"
- c. 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 which indicates the following for each revision:

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

- Preparer.
- Reasons for the change, including references to proposals for specific approved change/s (including Engineering Change Proposals (ECPs)).

When a document is being revised, the revised areas must be indicated clearly in the right-hand margin. When the entire document is being revised, the indicators in the right-hand margin are not required, and the statement 'Entire Document Revised' appears with the reasons for the change.

#### **7.1.2.5 Approval signatures**

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

#### **7.1.2.6 Other data**

Each document includes the following data, where applicable:

- Programme/project name and number and/or contractual agreement reference number.
- Applicable programme/project baseline.
- List of abbreviations and acronyms used.
- Contract data item identifiers.
- Associated product (hardware or software) or task name.
- Applicable associated product (hardware or software) or task baseline.
- Associated product (end item), part, or software identifying number, and revision/version identifier.
- Associated correspondence – document number, subject, date, references.

## **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 Word format, on a compact disk which is uniquely identified on its label as to:

The export of database information from the *Consultant* to the *Employer* is in Microsoft.

## **7.4 DRAWING STANDARDS**

Dimensions are expressed in SI (metric) units of measurement.

**8. APPENDIX A: DETAILED SCOPE OF SERVICES (WBS)**

**Public Relations**

No	Service (Also refer too no 1.1 and no 3 of this document)
<b>ACCOUNT MANAGEMENT</b>	
1	Attend Client meetings, workshops, information gathering and brainstorming sessions
2	Obtain and verify Client briefs
3	Issue contact reports
4	Attend status meetings
5	Provide advice and guidance on PR strategies
6	Issue status reports for all projects that include but are not limited to project number, description, current status, next steps, timeline and due date
7	Screen work before presentation to Client (on brief and strategy)
8	Submit work for approval by Client
9	Prepare and submit campaign timing plans
10	Obtain sign-off from authorised Client representative
11	Manage third party suppliers
12	Coordinate and manage projects
13	Prepare financial reconciliations
14	Prepare and submit cost estimates
15	Provide three quotes for third party amounts exceeding R100 000
16	Maintain a digital guard-book, of all work done for the Employer, information must be indexed and arranged by programme.
17	Issue invoices and statements
18	Manage and resolve financial queries
19	Issue financial reports
<b>PR and/or INTERNAL COMMUNICATIONS STRATEGY</b>	
20	Study and understand Client's business: organisational structure, operating environment, operating principles, regulation, shareholding, stakeholders, etc.
21	Analyse and interpret Client's brand strategies, research reports, media reports, etc. and observe market activity with the view to identifying opportunities and risks that may impact Client's brand reputation and achievement of marketing objectives
22	Develop PR strategies in support of marketing objectives: set measurable objectives, identify target markets, develop messages, identify suitable tactics
23	Recommend and make use of relevant internal market research
24	Study and understand the consumers/target markets of Client's brands and extract relevant communication (connection touch points) insights
25	Develop communication messages
26	Identify relevant PR tactics and activities
27	Provide Client with information on PR trends and best practices
<b>MEDIA RELATIONS</b>	

28	Build and maintain relationships with relevant media owners, media titles, editors and journalists (print, electronic and digital)
29	Build and maintain relationships between key relevant media and Client spokespersons
30	Proactively identify opportunities which will allow Client to showcase and profile its various brands
31	Proactively seek and propose opportunities that will allow Client to cross-leverage its various media investments
32	Brief and prepare Client spokespersons prior to media engagements
33	Conduct desk research in preparation for press releases, media statements, speeches, etc.
34	Write holding statements, press releases, key speeches and media statements
35	Generate publicity for Employer, including proactive interventions and identifying newsworthy opportunities
36	Arrange media engagements (briefings, interviews, conferences, etc.)
37	Provide media training to Client's media spokespersons
38	Analyse and evaluate Client brand coverage and report on AVE values per campaign
39	Prepare media coverage and analysis reports
40	Prepare PR strategies in response to brands' media performance
<b>CONTENT CREATION FOR INTERNAL AND EXTERNAL CAMPAIGNS</b>	
41	Conduct desktop research to gain an understanding of various subject matters and ask client for access to subject experts in Eskom where needed
42	Localise global reports to ensure local relevance
43	Develop themes and message hierarchies
44	Write content for print, electronic and digital channels
45	Proofread and edit technical copy to ensure consumer understanding of technical subject matter
46	Proactively identify publicity opportunities for Client's brand
47	Write/produce "consumer friendly" technical content for brochures, websites, exhibitions.
48	Provide Photographic, video and audio production services to package campaign content in a format relatable to the target audience.
49	Provide media and publicity services in the generation of campaign awareness as may be required and identified in the plans
50	Coordinate and liaise with Client and/or Client agencies to ensure ongoing dissemination of publicity and campaign information
52	Packaging and distribution of communication material to Eskom offices and power stations as needed
<b>ISSUE / CRISIS MANAGEMENT</b>	
53	Identify potential crisis situations and monitor the external environment to anticipate the occurrence of such situations on request
54	Develop and implement crisis communication strategies as requested
55	Maintain a database of crisis management case studies and best practices
56	Monitor and measure the response of stakeholders and target markets to the crisis communication interventions if and when implemented
57	Provide strategic counsel to Client's executive management team upon request
<b>TRAINING FOR EFFECTIVE PUBLIC COMMUNICATION AND SALES PRESENTATIONS</b>	
58	Provide specialised media training sessions (conducting media interviews)

