



**Workflow specific - Intelligent Business Process Management (iBPM)**

**Eskom Group IT**  
**Technical SCOPE OF WORK**

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## 1 Overview and Objectives

### 1.1 Overview

This document is to be used by Tenderers when responding to the Tender on fixed price deliverable basis. This document supplements the Requirement Specifications document and states the full scope of work and services required from the successful Vendor.

### 1.2 Definitions and Abbreviations

Term / Abbreviation	Definition / Description
AD	Active Directory
TL	Technical Lead
BPA	Business Process Automation

### 1.3 Reference Material

Document Name
DEM-03372-F6L4_BRSF_iBPM_05052023_Workflow specific_Intelligent BPMTTool
2984210 BRSF_DEM_Blackpearl K2 Replacement Rev 1 ACNAC
All current eForms
Annexure F-Pricing Schedule_Rev.2
Cloud Risk Assessment - Intelligent Business Process Management (K2)
DEM-02945-X5B8_CR_SET SYSTEM CHANGES BRS
Eskom ITO - Schedule Q - Intelligent Business Process Management (K2)
IBPM_Applications
IRCAM GIT FRS 042022 Review
SoAW for Enterprise Workflow Automation Platform (iBPM) Replacement
LAD LAC for Enterprise Workflow Engine
EAAB LAD Enterprise Workflow Automation Platform (iBPMS)
URS_eForms Portal

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URS_R17308341 eForms Attachments Storing
GenTLC Workflows
MBSA Workflows
R17640130 -Group IT Technical Specification - BiTop100
URS_R17322787_eForms Invariable Views
EARC SoAW Enterprise Workflow Automation Platform (iBPM)

## 1.4 Background

Eskom's current enterprise Business Process Automation (BPA) tool is used on various solutions. One of these BPA solution is a business essential system called ACNAC. The absence of the maintenance and support contract means that Eskom no longer have support from the vendor. The current BPA tool has been in Eskom for more than 10 years.

Eskom therefore need to test the market for a BPA tool to see what the market has to offer and to align with the organisational commercial process of open, fairness and equitable process and the procurement of services. Since BPA is a core pillar for digital transformation, absence of this capability will impact Eskom's ability to digitally transform.

The business challenge that may occur, should a BPA tool not be placed, is that in the event we experience serious issues on the current business BPA environment we won't get support from the vendor which may affect customer and retail operations which may ultimately affect Eskom's licensing requirements from the regulator.

## 1.5 Problem Statement

- Eskom's BPA system is currently unsupported.
- This means that the current production platform cannot be maintained and supported by the vendor.

## 1.6 Solution Objectives

Provide & implement an available, secure, optimised, extensible and efficient Business Process Automation System that meets the stated Business Requirements.

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## 2 BPA Replacement Scope of Work & Deliverables

### 2.1 Approach

- Replace the current BPA platform with a modern solution to advance Eskom's Process automation objectives.
- The Vendor is responsible for the delivery of a full end to end solution and the project within the required timelines.
- The project and solution must comply with Eskom stage gates and governance milestones and deliverables.
- A phased rollout approach with quick to market deliverables (agility) is mandatory.
- The project must be fully completed & system fully operational within twenty-four months of the kick-off meeting. A six-month stabilisation period must be included in this timeframe.

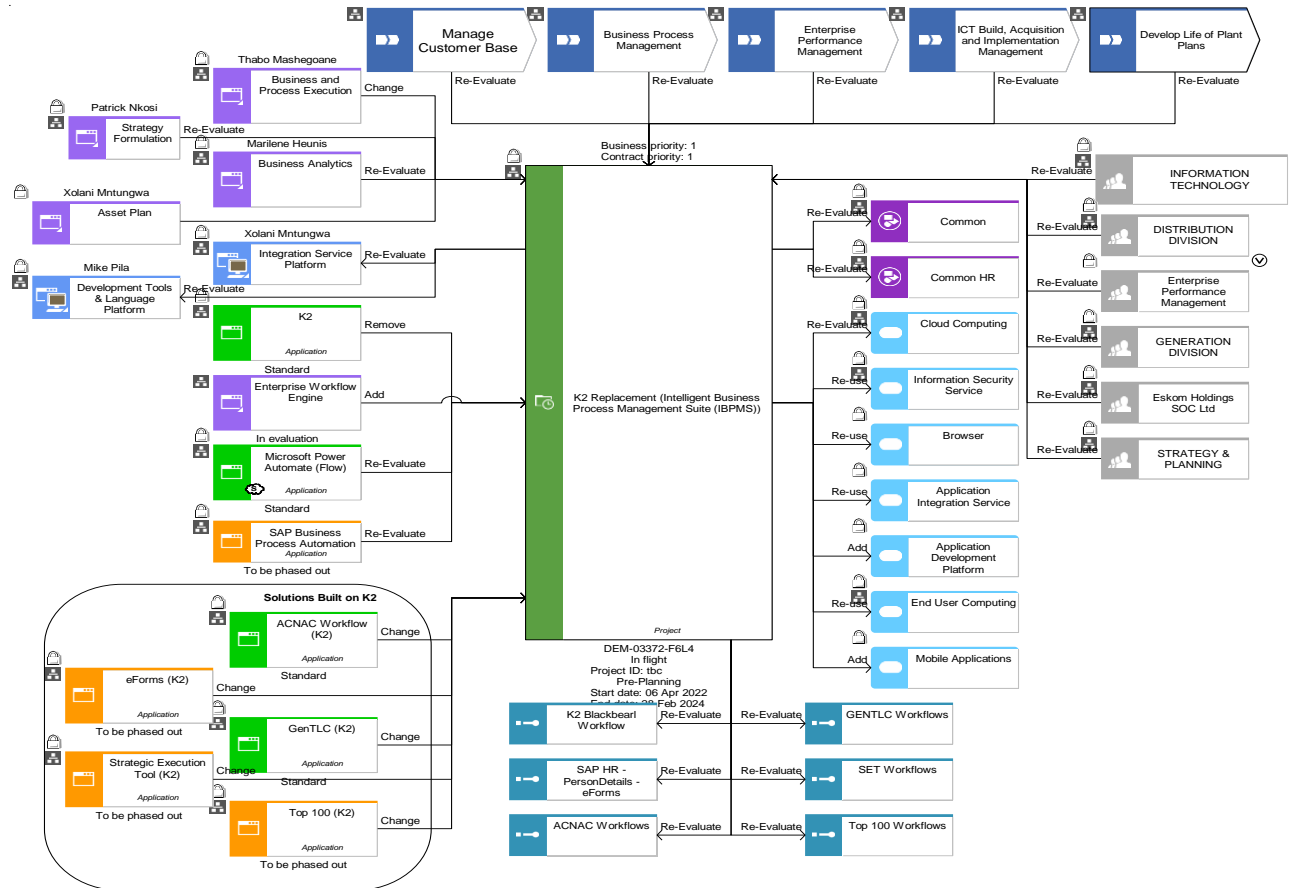
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## 2.2 Scope

### 1. Solution scope context

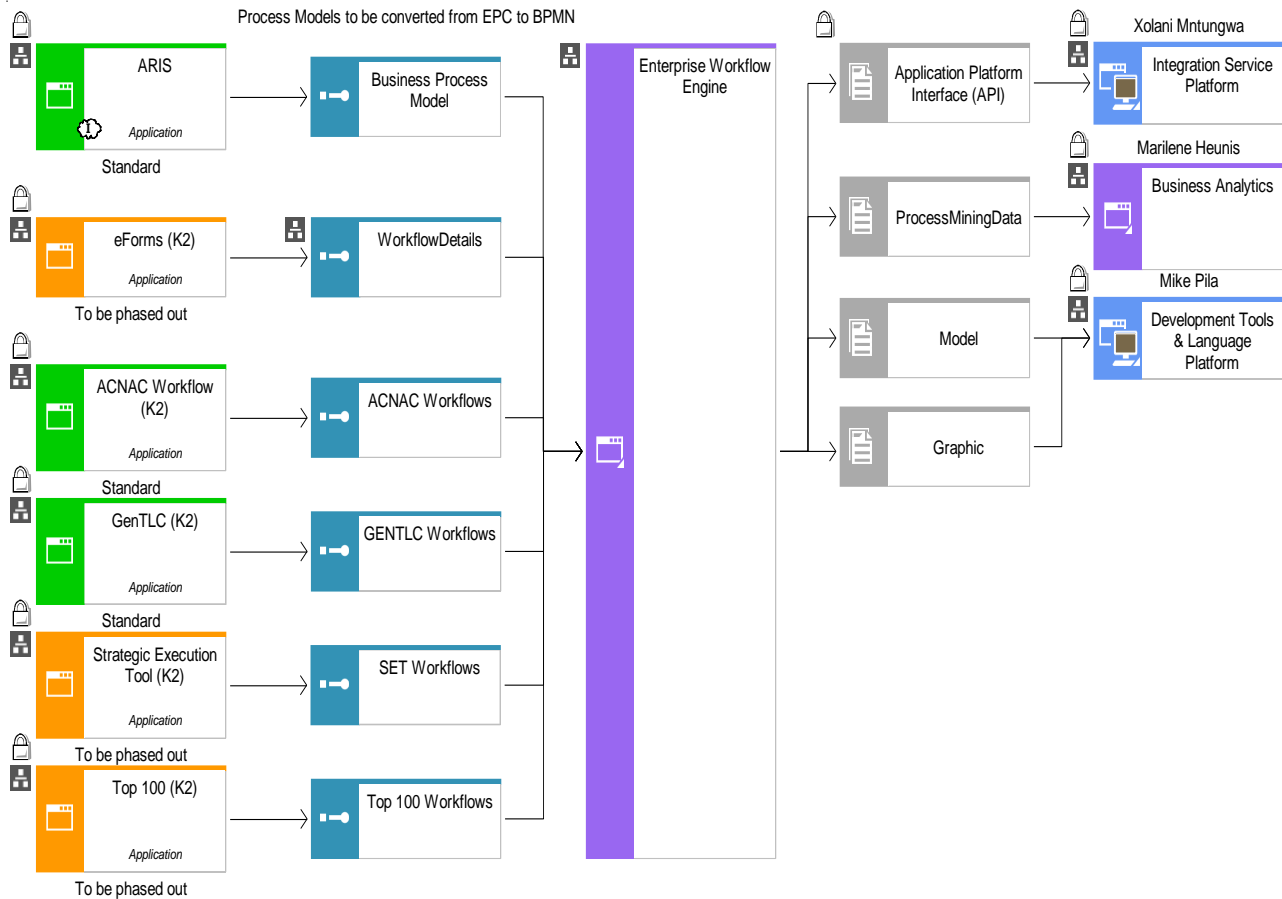


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## 2. Application communication diagram



The scope below must be completed by meeting all the stated business requirements. Project implementation will be a period of 2 years which includes stabilisation period there after support and maintenance will be for the period of 5 years after the solution is in production The period of 7 years is for both project implementation and support and maintenance.

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<b>Scope Item</b>	<b>Description and Deliverable</b>
<b>Software Licensing</b>	Provision of the necessary software licenses with maintenance & support for a 5-year period
<b>Hosting Requirements</b>	<p>The solution that Eskom requires could either be hosted on-premises or in the cloud.</p> <p><b>On-Premises</b></p> <ol style="list-style-type: none"> <li>1. Should the solution be hosted on-premises the proposal should include infrastructure specifications and sizing, however this should not be costed since Eskom has an infrastructure provider through its hybrid contracts.</li> <li>2. Infrastructure provisioning should cater for QA, Pre-prod, Development, Production and DR.</li> </ol> <p><b>Cloud</b></p> <ol style="list-style-type: none"> <li>1. Should the solution be hosted on cloud the Eskom Azure tenant should be used for hosting the solution</li> <li>2. Cloud infrastructure provisioning for QA, Pre-prod, Development, Production and DR. Service provider to ensure provisioning is done for QA, and other environments which will be needed for development, testing, training, and go-live as and when required. Eskom is going to continue with changes as and when needed by Business so the provisioning of these environments when required is important. The solution must be platform as a service that should operate in a hybrid IT environment.</li> <li>3. Service Provider to ensure that it secures the user's or customer's consent to process their personal information.</li> <li>4. Confirm how the solution will adhere to POPI Act so that Eskom and Eskom Customer will be protected.</li> </ol>
<b>Solution Design</b>	Provide BPA solution designs for approval by Group IT Architecture
<b>Solution Capabilities</b>	<p>The BPA platform should at the minimum have the following capabilities:</p> <ol style="list-style-type: none"> <li>1. <b>Process Modeling</b></li> </ol> <p>Capability of a BPA tool to enable enterprises to model their simple and complex business processes. The platform must have a capability to also accept processes built in other modeling toolsets.</p>

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Scope Item	Description and Deliverable
	<p><b>2. Process Orchestration</b></p> <p>Capability of a BPA tool to orchestrate a complex process comprising multiple stakeholders, including humans, applications, and machines.</p> <p><b>3. Decision Automation</b></p> <p>Capability of a BPA tool to define business rules, recommendations, or decision automation engines, which provide guidance for making human or automated operational decisions according to business directives or policy statements.</p> <p><b>4. Integrations</b></p> <p>Capability of a BPA tool to integrate with the application landscape of the enterprise.</p> <p>The product is to be able to integrate via the Eskom Architectural approved Integration Bus, (using one of the approved patterns), during the interaction with other Eskom applications. Connectors for branded off-the-shelf applications, such as CRM, ERP, SAP etc., or customized connectors for in-house-built customized applications may also be considered in certain cases. The product is to have the capability of Integration Business Service API activities to expose/consume Services to/from the Eskom Integration Services Bus.</p> <p>The tenderer's team is expected to contribute and participate in the Different testing preparations and executions.</p> <p><b>5. Continuous Intelligence</b></p> <p>Continuous intelligence is a design pattern in which real-time analytics are integrated into a business operation, processing current and historical data to prescribe actions in response to business moments and other events. It provides decision automation or decision support.</p>

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Scope Item	Description and Deliverable
	<p><b>6. Collaboration and Task Management</b></p> <p>Capability of the BPA tool to enable process stakeholders to collaborate with other stakeholders in support of achieving the desired business outcomes. Collaboration between process stakeholders may be facilitated through a variety of methods, including content-specific events related to annotations, redactions (the process of editing text for publication), or creation; real-time chat; case or process instance documents; co-browse sessions; or integration with telephony and video chat services. The platform must have capability to use email notifications.</p> <p><b>7. Document Handling</b></p> <p>Capability of a BPA tool to intelligently handle documents by reading, classifying and routing them to the stakeholders. The solution should also make provisions to interact where required with an enterprise document management system (OpenText).</p> <p><b>8. Low-Code Workflow Automation</b></p> <p>Capability of a BPA tool to enable visual design of UI, process models and data models.</p>
<b>Development</b>	<ol style="list-style-type: none"><li>1. Low Code – No Code. development of the existing solutions such as,</li><li>2. ACNAC (BRSF_DEM_Blackpearl K2 replacement Rev 1 26092024), and any additional change requests that might be implemented on the platform.</li><li>3. Top 100 (R17640130 -Group IT Technical Specification - BiTop100)</li><li>4. GENTLC (Workflow only)</li><li>5. MBSA (Workflow only)</li><li>6. SET (DEM-02945-X5B8_BRSC_SET system changes_Signed),</li><li>7. IRCAM (IRCAM GIT FRS 042022 Review-signed).</li></ol>

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Scope Item	Description and Deliverable
	<p>8. eForm (URS_eForms Portal_Final_Signed, URS_eForms Portal_Final_Signed, and URS_R17322787_eForms Invariable Views_Signed).</p> <p>9. All current eForms.</p>
<b>Configuration</b>	<p>1. Configure all required functional and non-functional settings in the solution to ensure optimal and secure operations</p>
<b>Data Take On/Migration</b>	<p>1. Data Migration is seen as part of the scope of the work and considering the complexity and volume of data to be migrated, enough time and resources should be allowed for the data migration.</p> <p>The data migration scope of work needs to address the following:</p> <ul style="list-style-type: none"> <li>a) Data Assessment to understand the existing data formats, structures and any potential data quality issues.</li> <li>b) Data Mapping and Transformation</li> <li>c) Transfer data from the current systems to the new solution without loss or corruption.</li> <li>d) Ensure data accuracy, quality and consistency (i.e data integrity) during and after the migration process.</li> <li>e) Minimize downtime and business disruption during the migration.</li> <li>f) Validate and reconcile migrated data to confirm successful transfer.</li> </ul>
<b>Process Updates &amp; Improvements</b>	<p>1. Updates to existing processes and integration with existing processes &amp; systems (as required) to ensure the solution is robust, extensible and sustainable</p>
<b>Implementation</b>	<p>1. Implement the solution on all of the stated non-prod &amp; production environments; Deployments into production as required (phased, agile)</p>
<b>Architecture Services</b> (Functional Specifications and Detailed Design)	<p>1. Provide BPA solution designs for approval by Group IT Architecture</p> <p>2. <b>Introduction (Architecture Services):</b></p> <p>The objective is to define and design various architectural components necessary for the successful implementation of the application. The Tenderer is required to render solution architect services to this project which includes making sure that Enterprise Architecture committee approval is gained before build (Physical Application Design (PAD) and</p>

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Scope Item	Description and Deliverable
	<p>again before go-live (Pre-Transfer). Sufficient time must be allowed for requirement refinement and functional design workshops, as well as the physical design (s) detailing all configurations.</p> <p><b>Scope:</b></p> <p>Deliver approved functional specifications and detailed design (physical design) based on the user requirement specifications and Enterprise Architecture design guidelines and requirements provided as part of this RFP. The scope of the architecture work includes the following key areas:</p> <p><b>Data Architecture:</b></p> <p>Data Architecture Scope:</p> <ul style="list-style-type: none"><li>• Define the data architecture, including data modelling, storage, retrieval, and data flow diagrams.</li><li>• Design data schemas, considering scalability, data integrity, and performance optimization.</li><li>• Recommend appropriate database technologies and data storage solutions based on project requirements.</li></ul> <p>Resource Requirement: Data/Information Architects &amp; System Analysts</p> <p>Deliverable: Data architecture documentation and diagrams.</p> <p><b>Solution Architecture:</b></p> <p>Solution Architecture Scope:</p> <ul style="list-style-type: none"><li>• Collaborate with stakeholders to understand functional and non-functional requirements.</li><li>• Develop a comprehensive solution architecture that outlines the application's components, their interactions, and the overall system behaviour, while ensuring that it would be cloud native and portable across different cloud hyperscale platforms.</li></ul>

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Scope Item	Description and Deliverable
	<ul style="list-style-type: none"><li>Identify key software modules, frameworks, and technologies required for the solution.</li><li>Provide guidelines for designing and developing each module while ensuring alignment with project goals.</li></ul> <p>Resource Requirement: Enterprise Integration Specialist, Data/Information Architects, System Analysts, Cloud Architect, Solution Architect. Also refer to the integration scope and requirements.</p> <p>Deliverable: Integration architecture documentation and integration process flowcharts.</p> <p><b>Technical Architecture:</b></p> <p>Technical Architecture Scope:</p> <ul style="list-style-type: none"><li>Define the technical infrastructure required to support the application's deployment and operation.</li><li>Recommend hardware, network, and cloud infrastructure configurations to ensure scalability, availability, and performance.</li><li>Specify software development tools, frameworks, and best practices to be used by the development team.</li><li>Collaborate with internal technical stakeholders.</li><li>Address technical constraints, such as latency, bandwidth, and system compatibility.</li></ul> <p>Resource Requirement: Technical Architect(s), Cloud Architect(s).</p> <p>Deliverable: Technical architecture documentation and infrastructure specifications.</p> <p><b>Security Architecture:</b></p> <p>Security Scope:</p> <ul style="list-style-type: none"><li>Collaborate with internal IT Security stakeholders.</li></ul>

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	<ul style="list-style-type: none"><li>Identify potential security threats and vulnerabilities relevant to the application.</li><li>Design security measures, including authentication, authorization, encryption, and access controls.</li><li>Define security policies, protocols, and procedures to safeguard sensitive data and ensure compliance with relevant regulations.</li><li>Ensure cyber security compliance.</li><li>Conduct security risk assessments and propose mitigation strategies.</li><li>Secure by Design solution modelling and deployment in compliance to Eskom governance to be applied.</li></ul> <p>Resource Requirement: Security and Cybersecurity Architects/Specialists</p> <p>Deliverable: Security architecture documentation and threat model analysis.</p> <p><b>Integration Architecture:</b></p> <p>Integration Scope:</p> <ul style="list-style-type: none"><li>Collaborate with internal integration stakeholders such as the Integration CoE.</li><li>Identify and outline all the required integration points between the application and external systems, services, or APIs.</li><li>Design data exchange formats, protocols, and communication patterns for seamless integration.</li><li>Specify middleware or integration platforms if needed, considering performance and reliability.</li><li>Ensure proper error handling, data consistency, and fault tolerance across integration points</li><li>Integration Business Service API activities to expose/consume and test Services to/from the Eskom Integration Services Bus. Eskom</li></ul>

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Scope Item	Description and Deliverable
	<p>will be responsible for the development of the Integration Services to/from the bus to the internal systems</p> <ul style="list-style-type: none"><li>The tenderer's team is expected to contribute and participate in the Different testing preparations and executions</li></ul> <p>Resource Requirement: Enterprise Integration Specialist, Data/Information Architects, System Analysts, Cloud Architect, Solution Architect. Also refer to the integration scope and requirements.</p> <p>Deliverable: Integration architecture documentation and integration process flowcharts.</p> <p><b>Architecture Deliverables:</b></p> <ul style="list-style-type: none"><li>Design workshops with business stakeholders to clarify and define in detail business, functional and implementation requirements.</li><li>Comprehensive documentation for each architecture domain (Data, Solution, Technical, Security, Integration), including diagrams, flowcharts, and textual descriptions as outlined above.</li><li>High-level presentations to key stakeholders explaining the architecture rationale, design decisions, and benefits.</li><li>Collaborative sessions and design workshops with the development team to clarify and define in detail non-functional requirements and architectural concepts, and address implementation challenges.</li><li>Functional specifications document</li><li>All documents and diagrams to be submitted as digital editable copies (MS Office, MS Visio)</li></ul> <p><b>Communication:</b></p> <p>Regular update meetings will be held to discuss architecture deliverable progress, address concerns, and ensure alignment with project goals.</p>

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	<p><b>Deliverable Acceptance Criteria:</b></p> <p>The architecture work will be considered successfully completed upon support/approval of the architecture documentation by both Enterprise Architecture and project stakeholders.</p> <p>Facilitate review and approval of the design as required by Eskom methodology and governance. A lead time of at least two weeks needs to be provided for in the timelines in order to allow for review and approval processes.</p> <ul style="list-style-type: none"> <li>• Detailed design approved by EAAB</li> <li>• Approved functional specifications</li> <li>• Development environment ready for Build/ Configuration</li> </ul>
<b>Integration</b>	1. The Intelligent Business Process Management system procured is intended to interface with the systems listed. Point 2. Application Communication Diagram
	2. Please be aware that the Eskom Integration team will do the integration activities. The successful bidder is required to do the business services development to communicate to the other systems.
	3. The application must have the capability of secure communication when exposing the services via the business services
	<p>4. Additionally, the tenderer must:</p> <ul style="list-style-type: none"> <li>a. Provide the required detail to the Eskom Integration Team to enable the design of the end-to-end solution and work closely with Eskom's Integration team.</li> <li>b. Provide input and contribute to the Analysis, Design, Message Modelling, Unit testing, SIT testing, UAT testing and Non-Functional testing.</li> <li>c. Provide Application Business Services that conform to the specific security and Integration standards.</li> <li>d. Provide Application Business Services that can receive an Integration reply with a full-service response (pre-defined message</li> </ul>

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Scope Item	Description and Deliverable
	<p>structure) in case the Application is invoking an Integration Web Service.</p> <p>e. Provide Application Business Services that can communicate via One-Way or Two-Way certificate (SSL/TLS) to secure the channel.</p> <p>f. Provide Application Business Services that support Basic Authentication for Web Services, Database or SFTP for Authentication security.</p> <p>g. Provide Application Business Service with the capability to distinguish between Technical and Business error and handle each one in a separate manner.</p>
Testing	<p>The solution will undergo comprehensive testing following Eskom's standards to ensure its completeness and authenticity. The testing team is responsible for gathering testing requirements, creating test cases, and executing the tests to thoroughly evaluate the solution for deployment within Eskom's IT environment.</p> <p>Please note that the following:</p> <ol style="list-style-type: none"><li>1. All testing, except unit testing, will be carried out by the Eskom testing team. The tenderer is responsible for conducting unit testing.</li><li>2. All testing (including unit testing) must be performed within Eskom's test management systems, such as Application Lifecycle Management (ALM), LoadRunner (for performance testing), and Unified Functional Tester (UFT). The implementation team must coordinate with the testing team to ensure sufficient time is allocated for testing, and that all testing activities are incorporated into the project schedule.</li><li>3. Before the official test cycle begins, the development team must provide unit test results, adhering to the entry and exit criteria outlined in the master system test plan. A signed-off test closure report is required before marking any test milestone as complete.</li></ol> <p>The following tests and milestones must be completed:</p> <ol style="list-style-type: none"><li>1. <b>Unit Testing (Development Environment):</b> Results provided by the tenderer's development team.</li></ol>

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	<p>2. <b>System Integration Testing &amp; Functionality Testing (QA Environment):</b> This includes end-to-end functional testing and integration testing, ensuring the solution works with other systems and meets all requirements. The Eskom testing team will lead and execute this testing, while the tenderer's team must provide necessary inputs.</p> <p>3. <b>User Acceptance Testing (Pre-Prod Environment):</b> Facilitated by the testing team but executed by Eskom's customer/business team to verify that the system meets the requirements defined in the BRS for completeness and authenticity.</p> <p>4. <b>Non-Functional/Performance Testing (Pre-Prod Environment):</b> Led and executed by the performance tester.</p> <p>5. <b>Disaster Recovery Testing (for the on-premise option).</b> Led and executed by the Disaster recovery team.</p> <p>All testing requirements must cover all identified interfaces that have been identified. The testing team must adhere to the Testing Centre of Excellence (TCoE) standard document provided as part of the RFP documentation.</p>
<b>Security Requirements</b>	<p>1) External Third-Party Attestation Reports</p> <p>The Cloud Service Provider (CSP) shall:</p> <ul style="list-style-type: none"> <li>a) For all cloud services that store and process financial information and personal identifiable information (PII) including intellectual property (IP), the CSP shall have a valid Service Organisation Control (SOC) 1 and SOC 2 Type II reports, such attestation reports shall be submitted to Eskom for review.</li> <li>b) Up to once per period of twelve (12) months, the CSP will provide comprehensive summaries of its latest SOC 2 report at no cost upon Eskom's written request.</li> <li>c) if the SOC Reports indicate any deficiencies or matters requiring attention, the CSP shall use commercially reasonable efforts to address all such items without any costs to the Eskom.</li> </ul>

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Scope Item	Description and Deliverable
	<p>d) Subject to Section 1.b, if vendor's reporting cycle is not aligned with the financial year, and/or the SOC report is older than six (6) months, the CSP shall submit a bridge letter to the Eskom at no cost, and such bridging letter shall not cover a period exceeding three (3) months.</p> <p>e) SOC 1 Type II report is a mandatory requirement for all Cloud Service that store and process financial information.</p> <p>f) SOC 2 Type II report is a mandatory requirement for all Cloud Service that store and process PII and IP information.</p> <p>This requirement is applicable to only Cloud solution.</p> <p>2) The cloud service shall be able to integrate with existing Eskom's identity provider (IdP) and Multi Factor Authentication (MFA) to enable Single sign-on (SSO). This requirement is applicable to both Cloud and On-premises solution.</p> <p>3) Role base access control (RBAC) shall be employed. This requirement is applicable for both Cloud and On-premises solution.</p> <p>4) Data at rest (using at minimal AES-256), in use and in transit or in motion (using at minimum TLS 1.2, or later version) shall be encrypted. This requirement is applicable for both Cloud and On-premises solution.</p> <p>5) Audit trails, logs, user administration and user activity logs shall be enabled, encrypted, and securely kept with limited access to administrators. This requirement is applicable to both Cloud and On-premises solution.</p> <p>6) Sensitive information such as personal identifiable information (PII) data in Sandbox/development (DEV) environment shall be masked. This requirement is applicable to both Cloud and On-premises solution.</p> <p>7) Incremental daily back-ups shall be done, encrypted, and securely kept offsite. This requirement is applicable for both Cloud and On-premises solution.</p>

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Scope Item	Description and Deliverable
	<p>8) Real-time data synchronization or data replication to a secondary or disaster recovery (DR) site, located in different region shall be employed. This requirement is applicable to both Cloud and On-premises solution.</p> <p>9) Disaster Recovery Plan (DRP) shall be defined, annually tested and such DRP test results shall be shared with Eskom Cybersecurity team. This requirement is applicable to both Cloud and On-premises solution.</p> <p>10) Back up Restore Plan and Procedure shall be defined, annually tested and such test results shall be shared with Eskom Cyber Security team. This requirement is applicable for both Cloud and On-premises solution.</p> <p>11) Patch Management Process shall be defined. The software updates and patches shall be tested on Sandbox or development (DEV) environment before being deployed into production (PROD) environment. This requirement is applicable to both Cloud and On-premises solution.</p> <p>12) The static application security test (SAST) and dynamic application security test (DAST), vulnerability assessment and penetration test shall be conducted prior deploying the cloud system and on-prem systems to PROD, all critical, high, and medium vulnerabilities shall be addressed prior deploying PROD, and the summary of the test results shall be submitted to the Eskom Cybersecurity team for review and acceptance. This requirement is applicable to both Cloud and On-premises solution.</p> <p>13) The CSP shall comply with applicable privacy and protection of personal information Acts such as GDPR in European Union (EU) and POPIA in South Africa (SA) where the cloud service is hosted, and the region where the data subjects are physically located and where the data is collected. This requirement is applicable to only Cloud solution.</p>

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Scope Item	Description and Deliverable
	<p>14) The CSP shall notify Eskom immediately or within 24 hours when any cyber security breach has occurred. Although the GDPR and the South African Cybercrimes Act 19 of 2020 states that the notification shall be sent within 72 hours, Eskom shall be notified sooner to allow Eskom to notify the information regulator and take necessary actions to minimize the impact on Eskom. This requirement is applicable to only Cloud solution.</p> <p>15) The CSP shall notify Eskom within one (1) month if there are any significant changes to the business, platform and hosting service provider or any change that could have an impact the security assessment conducted and the auditor's opinion on the SOC audit. This requirement is only applicable to Cloud solution.</p> <p>16) The database shall be placed within Eskom corporate LAN/BIN network (if hosted on premise) and partner private network (If hosted in the cloud) behind the perimeter firewall. This requirement is applicable to both Cloud and On-premises solution.</p> <p>17) Database Security tools shall be employed to provide regulatory compliance, encryption, key management, granular access controls, flexible data masking, comprehensive activity monitoring, and sophisticated auditing capabilities. This requirement is applicable to both Cloud and On-premises solution.</p> <p>18) Distributed denial of service (DDoS) protection mechanism shall be employed for all could services.</p> <p>19) Web Application Firewall (WAF) for all internet facing applications and/or web-based applications shall be employed. This requirement is applicable to both Cloud and On-premises solution.</p>

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Scope Item	Description and Deliverable
	<p>20) The Cloud Service shall support the prevailing enterprise services bus (ESB), application programmable interfaces (API's) and Integration Platform as a Service (iPaaS) platforms for security, logging and monitoring for both on-prem, hybrid-cloud and multi-cloud environments such as IBM App Connect, TIBCO Cloud Integration (including Business Works and Scribe), WSO2 Carbon, Software AG web Methods, Neuron ESB, Apache Camel, WebSphere Message Broker, RSSBus Connect, Azure Service Bus and Oracle Service Bus, Salesforce Mulesoft, IBM DataPower, Oracle API Platform, Cyclr, DreamFactory JDBC, Microsoft SQL Server Integration Services (SSIS), SAS Data Integration Studio, Integration Adaptor DirXML, Oracle X AI Services, SAP Business Process Automation, SAP NetWeaver, Oracle Fusion Middleware, Connect Direct, HP Data Protector, WINS CP, FreeFileSync, SAP PI/PO, SAP CPI, HP SOA Systinet, JCAPS, Cloud Pak for Data, K2, Microsoft Power Automate and Zapier but not limited to these listed. This requirement is applicable to both Cloud and On-premises solution.</p> <p>21) The Cloud Service shall provide e-Discovery capability to identify, collect and produce electronically stored information (ESI) in response to a request for production in a lawsuit or investigation as part of the cloud services offered. This requirement is applicable to both cloud and on-premises solution.</p>
<p><b>Human Change &amp; Communication Management</b></p>	<p>1. Prepare all internal stakeholders and employees for the adoption of the new solution.</p> <ul style="list-style-type: none"> <li>a) Develop the change/communications management strategy &amp; plan and share with key project stakeholders.</li> <li>b) Empower and capacitate the change champions &amp; the divisional technical workgroups (change network) with adequate information to successfully drive alignment on the expectations of the project.</li> <li>c) Develop communication material (e.g roadmap; stakeholder engagement presentations; training communications; quick reference</li> </ul>

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<b>Scope Item</b>	<b>Description and Deliverable</b>
	guides; go-live communications). Should include security awareness training on NIS stated under the Security Scope of work. d) Assess the effectiveness of the change/communications management strategy and respond to the issues being raised.
<b>End User Training</b>	1. End User Training at all levels as required. Classroom-based and/or web-based training is required. Refer BRS for full requirements.
<b>Eskom Support Staff Training</b>	1. Support Staff Training. Knowledge transfer of assigned Eskom staff through all stages of the project lifecycle and using a defined skills transfer program. Classroom-based and/or web-based training is also required. Training must be for both Eskom Users and Eskom technical staff. At least two technical resources must be certified on a toolset
<b>Stabilisation</b>	1. A Pilot site will be established to ensure all bugs and errors are attended to as they arise. This will ensure most of the business scenarios can be experienced in real life. 2. Once the solution is fully implemented in production a six-month stabilisation period is required by the Vendor. During this time Vendor must develop the monthly reports that will be submitted to Eskom reporting on the SLA metrics achieved
<b>Support and Maintenance</b>	1. Ensure SLA is concluded and includes all SLA metrics / requirements. SLA kicks in during the stabilisation period and thereafter. 2. During this time Vendor must develop the monthly reports that will Monthly reporting of SLA metrics achieved. Contract will be drawn up with penalties for not meeting SLA metrics. 3. SLA to be drawn up such that Eskom reserves the right to terminate the contract and/or apply penalties if service quality levels are repeatedly not met and if issues encountered induce long term service disruptions.
<b>Project Management Activities, Responsibilities &amp; Deliverables as Stipulated.</b>	1. Deliver project documentation required by the Eskom Group IT Product Delivery. This includes but is not limited to: a) Detailed integrated schedule for both Phase 1 (Core) and Phase 2 implementations.

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<b>Scope Item</b>	<b>Description and Deliverable</b>
	<ul style="list-style-type: none"><li>b) Regular update meetings to discuss project progress, address concerns, and ensure alignment with project goals.</li><li>c) Weekly progress reports.</li><li>d) Provide information required by Eskom team members to facilitate governance of the project and its deliverables.</li><li>e) Integrate the current application support teams into the project delivery team.</li><li>f) Deliverable Breakdown Structure indicating all fixed cost deliverables with the cost of each deliverable and the total cost of all deliverables.</li><li>g) Payment milestones will be agreed with Vendor at contract time but will be based on completed signed off milestones only which are aligned to agreed baseline schedule (schedule submitted as part of Tender documents will be used as guideline).</li><li>h) Payment schedule forecast and actuals tracking against the forecast.</li><li>i) Delivery Acceptance Certificates with supporting documents.</li><li>j) Project Management documents e.g project management plan, project close-out report.</li></ul>
<b>Change Control</b>	<ul style="list-style-type: none"><li>1. Project change control refers to the changes in project scope, time, and cost. Changes will follow the process below:<ul style="list-style-type: none"><li>a) Changes must be approved by the requester, business owner, project manager, and project sponsor.</li><li>b) Approved changes must be noted in steering committee minutes and scope document must be compiled and signed off.</li><li>c) Depending on the scale of the change, other approvals external to the project may be required. Guidance in this regard will be provided by Eskom.</li></ul></li><li>2. Failure to carry out any of the following will not constitute a scope, time or cost change request.<ul style="list-style-type: none"><li>d) Failure to execute on an instruction that later creates a delay because the instruction was not adhered to</li><li>e) Delays due to poor coordination and planning by the tenderer with internal and/or external Stakeholders.</li></ul></li></ul>

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Scope Item	Description and Deliverable
	<ul style="list-style-type: none"><li>f) Delays due to poor communication by the tenderer with internal and/or external Stakeholders and/or through not involving the correct stakeholders from beginning of the project and/or not getting stakeholder buy in upfront &amp; throughout.</li><li>g) Delays due to the as-is analysis not being properly accomplished.</li><li>h) Delays due to requirements not being understood and correctly implemented.</li><li>i) Delays due to tenderer created rework (for example rework caused by poor quality reviews, and potentially creating a delay)</li><li>j) Delays created by tenderer by not troubleshooting, not identifying root causes and not fixing.</li><li>k) Delays due to non-availability of Eskom key staff as a result of poor tenderer planning.</li><li>l) Delays due to rework because of poor quality or not delivering on all requirements.</li><li>m) Delays to inadequate staffing or non-productive staffing by the tenderer</li><li>n) Delays due to not having segregated development and testing teams.</li></ul>

### **2.3 Deliverables, Roles and Responsibilities**

Vendor to ensure all the requirements are met as per DEM-03372-F6L4\_BRSF\_ Workflow specific - Intelligent Business Process Management Tool\_Revised Template.docx

### **2.4 Solution Requirements**

Refer documents DEM-03372-F6L4\_BRSF\_ Workflow specific - Intelligent Business Process Management Tool\_Revised Template.docx

### **2.5 Payment Milestones**

Payment milestones will be agreed with Vendor at contract time, but will be based on completed signed off milestones only which are aligned to agreed baseline schedule (schedule submitted as part of Tender documents will be used as guideline).

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### **3 Project Environment**

#### **3.1 Eskom Responsibilities**

- a) Defines the governance to be followed. Supports the vendor in achieving agility.
- b) Overall process management and oversight body. Forms the Steering Committee and supports the Vendor.
- c) Makes available the Business Requirement Specifications, and Logical Architecture Design
- d) The approval and signoff authority for all milestones and deliverables
- e) Provides the VM infrastructure and environments where it is clearly specified that VMs are required and excluded from Vendor's scope.
- f) Provides access to facilities and workspace as and when required.
- g) Provides any available as-is documentation and information.
- h) Provides standards and/or templates that must be adhered to
- i) Arrange the necessary SHEQ induction session for Vendors working onsite.
- j) Exclusions: stationery, laptops, plugs, projectors and backups of own works are for the responsibility of the Vendor.
- k) Provides a Project Manager, Technical Lead(s), Lead Architect, Subject Matter Experts and Support Specialists to the Project to be of support assistance and guidance to the Vendor. The Technical Lead is the central point of contact at Eskom.
- l) The Eskom Project Manager oversees delivery and is the point of escalation but does not perform the project management expected from the Vendor Project Manager.

#### **3.2 Vendor responsibilities will include the following inclusive of the scope articulated in section 2.2**

- a) The Vendor must ensure sufficiently experienced and skilled staffing to deliver on the project within timelines.

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- b) The Vendor must ensure that the testing resources are not the same resources as those preparing the designs and developing and implementing the solution. Segregation of duties is required.
- c) The Vendor must ensure sufficiently experienced and skilled integration staffing (Oracle Fusion middleware) to deliver on the project within Timelines. This is separate from the Business Services layer development, that will also fall within the Vendors responsibility.
- d) The Vendor is to carry-out thorough analysis for all the requirements, including extensive engagements with Business and Application support teams.
- e) The Vendor must ensure sufficiently experienced and skilled testing staffing to deliver on the project within Timelines. An experienced test manager must be part of the team.
- f) The Vendor must provide testing resources with experience in Eskom testing tools ALM and Load runner.
- g) The Vendor staffs (including Project Manager and Technical Lead(s)) are required to be dedicated to the Project until it is completed.
- h) Delays and/ or non-performance will be addressed using the standard contractual mechanisms.
- i) Changes to the baseline schedule must follow the formal project change process (steering committee approval followed by any necessary commercial approval). The necessary commercial modification paperwork must be signed before a change can be considered approved.
- j) The project must comply with Eskom's governance and successfully complete each required governance milestones. The milestones and deliverables are stated. Refer references list. Eskom together with the Vendor must agree on changes (exceptions) applied for agility. Eskom will support the vendor in this regard.
- k) Payments are made upon successful completion of a milestone (in accordance with payment milestone that are agreed to and aligned with the approved baseline schedule). Refer references list.
- l) Acceptance of a milestone is approval by the relevant Eskom governance committee(s), and/or the Eskom Project Steering Committee.

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- m) The Eskom team assigned to the Project will provide inputs, direction, advice, assistance and oversight as required by the Vendor but execution of the project and delivery of the solution end to end is the responsibility of the Vendor.
- n) Vendor staff must arrive on site with a valid medical fit to work certificate and a valid driver's licence. No sign on forms will be processed without accompanying medical certificate and drivers licence (in addition to the ID and qualifications required by the sign on form process)
- o) The Vendor must supply a full time Project Manager and Technical Lead (TL) (single points of contact). Please assign technically knowledgeable, experienced, competent fulltime individuals. Note that Developers with experience of Business Process Automation is key.
- p) Ensure you adequately staff the team with the correct skills and experience to avoid delay costs.
- q) The Vendors Project Manager and TL are responsible for co-ordination between all parties involved in the Project.
- r) The Vendors Project Manager and TL must convene the weekly status meetings with the project team for issue resolution and progress feedback.
- s) Provide weekly (documented) status reports to Eskom.
- t) Provide & maintain (availability of) up to date Plans, Schedules Risk and Issue Logs.
- u) Resource availability: Eskom requires that key resources are 100% dedicated. Staff changes during the project may not exceed 75%. High staff turnover that negatively impacts any aspect of successful solution and/or project delivery will be addressed using the standard contractual mechanisms.
- v) Vendor staff must come equipped with all the tools to perform the work assigned to the Vendor.
- w) Adhere to the governance and stage gates in the Eskom's Project Life Cycle Model. Please consult the reference material. Eskom together with the Vendor must agree on changes (exceptions) applied for agility. Eskom will support the vendor in this regard.

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- x) Ensure the third-party sign-on process are completed timeously and ideally before resources commence work to avoid unnecessary delays. The sign on process takes 3 weeks from the time the forms are submitted. The Vendor must ensure sign on forms are completed properly upfront and are available at the same time as task orders are placed with successful Vendor. The forms will be supplied when the contract is placed.
- y) Ensure the OHS requirements are adhered to. The details will be communicated when the contract is placed.
- z) Vendors will provide their own laptops, projectors, white board markers and other stationary as these will not be provided by Eskom. Vendors are responsible for the safe-keeping of their own equipment – these should be locked away when not in use.
- aa) Vendors are responsible for adhering to the Eskom Real Estate rules for the Eskom Site where the Vendor staff will be based.
- bb) Vendors must take regular backups of their work.
- cc) Vendors will do whatever is required to meet the stated baseline schedule/deadlines and bring project back on track if delays are experienced. Vendors are expected to mitigate for risk. A recovery plan is required within 5 days of a missed deadline. Contractual mechanisms will be used to formalise such communications.
- dd) Vendors will schedule own meetings. The providing of agendas, completing attendance registers, and issuing a record of the meetings held with Eskom staff (minutes) are mandatory. Please use your own Project Management templates unless otherwise provided by Eskom.
- ee) Vendors will hold regular meetings with their own staff to monitor progress and communicate requirements. Lack of communication within teams, and poor information dissemination among project team members is a critical point of failure.
- ff) Variations will be dealt with using the standard contractual change management process.
- gg) Vendors must ensure they keep detailed issue logs.
- hh) Development and Testing staffs need to engage and work closely with each other through the full cycle of the delivery. **The testing staff may not be the same staff as the configuration, development and implementation staff assigned to the Project.**

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- ii) Non-performance and/or inability to deliver within the prescribed period will be addressed contractually.
- jj) The Vendor must carry-out their own quality reviews and show proof thereof before any submissions to Eskom takes place.
- kk) The Eskom resources are experienced and understand the environment; we are familiar with common mistakes Vendors make. Take heed of advice that is meant to assist you.
- ll) Failure to carry out any of the following will not constitute a scope, time, or cost change request.
  - Failure to execute on an instruction that later creates a delay because the instruction was not adhered to.
  - Delays due to poor coordination and planning by the Vendor with internal and/or external Stakeholders.
  - Delays due to poor communication by the Vendor with internal and/or external Stakeholders and/or through not involving the correct stakeholders from beginning of the project and/or not getting stakeholder buy in upfront & throughout.
  - Delays due to the as-is analysis not being properly accomplished.
  - Delays due to requirements not being understood and correctly implemented.
  - Delays due to Vendor created rework (for example rework caused by poor quality reviews, and potentially creating a delay)
  - Delays created by Vendor by not troubleshooting, not identifying root causes and not fixing Delays due to non-availability of Eskom key staff as a result of poor Vendor planning.
  - Delays due to rework because of poor quality or not delivering on all requirements.
  - Delays to inadequate staffing or non-productive staffing
  - Delays due to not having segregated development and testing teams.

#### **4 Scope Exclusions**

None besides what is stated in BRS.

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## 5 Document Acknowledgement

*By signing this document, the people listed record their agreement on the contents of this document.*

**Programme / Project Manager:**

Sibongile Ndlovu

**Signature:**



**Date:**

2025/02/17

**Enterprise System  
Support Manager:**

Johan Scholtz

**Signature:**



**Date:**

2025 / 02 / 17

**Enterprise System  
Support Middle Manager:**

Sizwe Dlamini

**Signature:**



**Date:**

1802/2025

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