

Annexure A – Additional Business & Technical Requirements Not Explicitly Covered in the Tender

1. Purpose of this Appendix

The purpose of this appendix is to:

- Ensure alignment between the proposed solution and organisational operating requirements.
- Clarify requirements that were not explicitly defined in the RFP.
- Ensure consistency between governance, strategy, performance, risk, audit, and compliance processes.
- Prevent scope ambiguity during implementation.

This appendix forms part of the technical evaluation and implementation scope.

2. Integrated Governance and Strategic Alignment Requirements

2.1 Strategic Integration

The solution must support integration between:

- Corporate Strategy
 - Cluster and Divisional Business Plans
 - Initiatives and Projects
 - Performance KPIs
 - Risks and Controls
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- Risks must be traceable to strategic objectives and performance outcomes.
 - Executive dashboards must show strategy → initiative → project → risk linkage.

2.2 Single Source of Truth

The solution must eliminate duplicate data entry and provide a unified data model across:

- Risk management
- Performance reporting
- Project governance

3. Extended Risk Management Requirements

The ERM specification introduces several operational requirements not explicitly stated in the tender

3.1 Risk Governance Enablement

The system must support:

- Risk Owner accountability structures
- Risk Champion coordination roles
- Governance escalation workflow from division to Board level

As defined in the ERM governance model.

ERM System Requirement Software

3.2 Risk Lifecycle Management Enhancements

The system must additionally support:

- Risk velocity measurement
- Control effectiveness scoring
- Monitoring indicators linked to treatment plans
- Historical audit records for closed risks

3.3 Risk Library and Taxonomy

The solution must provide:

- Centralised risk taxonomy

- Control library
- Opportunity management capability
- Sub-risk relationships

4. Integration Requirements

- Strategic planning processes
- Annual performance planning
- Project governance frameworks
- Enterprise systems (e.g., ERP such as IFS)
- Assurance and audit processes

ERM System Requirement Software

- Integration must support automated data exchange and not manual import/export processes.
- API capability must be specified by Service provider

5. Reporting and Analytics Requirements (Additional)

Beyond standard dashboards, the solution must support:

- Executive-level enterprise risk dashboards
- KRI monitoring linked to KPIs
- Risk exposure trend analysis
- Cross-functional reporting across risk, audit, and compliance

The ERM specification explicitly requires consolidated executive reporting and KRI monitoring.

7. Non-Functional Requirements Not Explicitly Covered

7.1 Usability

- Executive-friendly dashboards
- Minimal manual data entry
- Role-based user experience

7.2 Scalability

- Capability to expand into integrated performance and strategy management.

7.3 Data Governance

- Audit trail across all modules
- Version control for documents and records
- Data integrity validation rules

8. Change Management and Adoption Requirements (Missing in Tender)

The implementation proposal must include:

- Change management approach
- User adoption strategy
- Training plan per user group:
 - Administrators
 - Risk Owners
 - Risk Champions
 - Executives
 - Audit and Compliance users

The RFP references training but does not define adoption methodology.

9. Implementation Deliverables (Clarification)

The Service must provide:

- Configuration documentation

- Data migration approach
- Testing strategy including UAT
- Knowledge transfer plan
- Post-implementation governance model

10. Assumptions Clarification

The following assumptions apply:

- Risk data ownership remains with business divisions.
- Governance structures remain unchanged.
- System configuration must support future process maturity.