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Description of the services	Digital Procurement Program: eProcurement Phase Scope of Work for a period of 7 years, 2 years implementation and 5 years post implementation support including managed service for the application layer and allocation of professional service hours.
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1. High-level Background

Eskom Holdings SOC Ltd (herein referred to as “Eskom” and including subsidiaries), as a prominent public procurer, maintains over four thousand (4000) active contracts with an annual expenditure exceeding R140 billion. Over the years Eskom has encountered various challenges in its supply chain management processes.

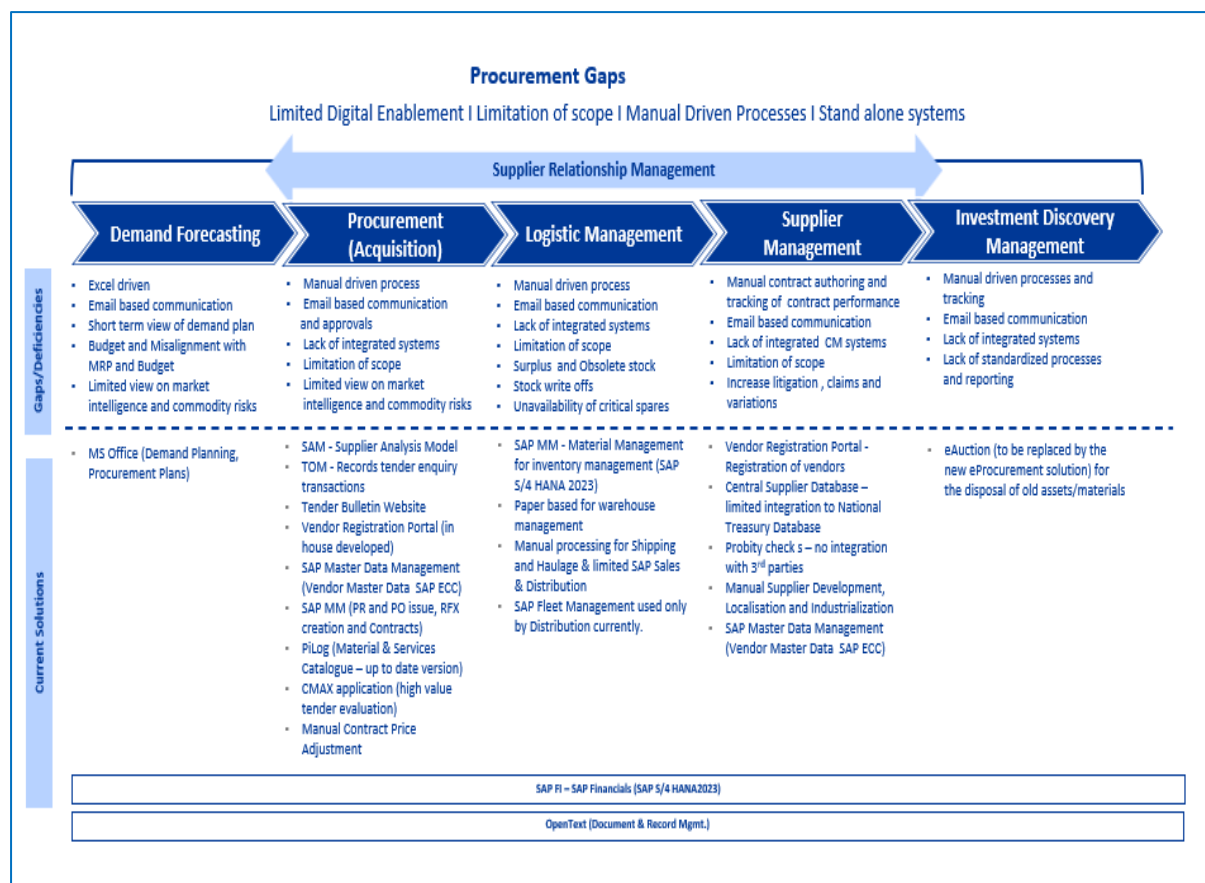


Figure 1 A snapshot of some of the challenges and gaps in Eskom’s Current P&SCM processes

The existing technology solutions do not encompass the complete end-to-end procurement processes; instead, they primarily address purchase requests, contract capturing, and payment on contracts. There is significant reliance on manual and standalone solutions for multiple aspects of the procurement process. Moreover, essential commercial activities fall outside the scope of the current systems resulting in manual processing and inefficiencies as the procurement teams depend on collaboration platforms like SharePoint or standalone reporting tools, such as spreadsheets, to perform financially substantial activities with minimal oversight.

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Effective price verification and market intelligence are required to ensure alignment with market-related pricing when procuring commodities, helping to prevent inflated pricing. Inaccurate project planning leads to imprecise demand forecasting (Procurement Plans), causing deviations. Business users encounter unreliable data and information due to manual processing and lack of oversight, adversely affecting their ability to make informed decisions (Figure 2). The figure below offers a contextual example of procurement and supply chain systems, rather than an exhaustive list.

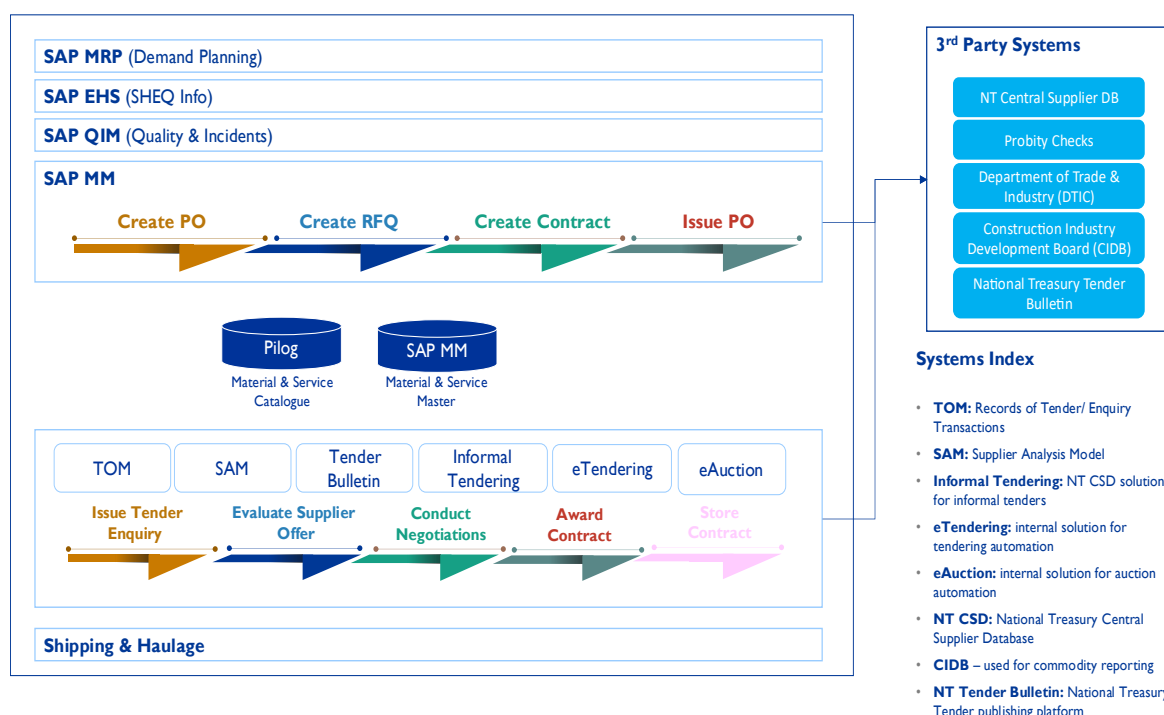


Figure 2 Current Eskom Procurement and Supply Chain Systems Landscape (figure provides indicative state for context)

2. Digital Procurement Program

Eskom has initiated a program to digitalise the complete Procurement & Supply Chain Management (P&SCM) to improve visibility, enforce governance, control measures, and boost efficiency and integrity of P&SCM processes in line with international best practices.

The Digital Procurement Programme aims to achieve these objectives:

- *Visibility of entire P&SCM processes*
 - Provide end-to-end line of sight across all the processes.

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- Provide seamless procure to pay process, with a digital platform with transparent integration.
- Enable advanced reporting and analytics to provide insights especially spend across the entire process lifecycle.
- Provide a single repository for all documents in the processes with version and audit control.
- Provide dashboarding to enable tracking of all process activities, including SLAs in real-time.
- More seamless information flows.
- *Enforced governance and compliance*
 - Digitalise Eskom's governance processes including approvals and communication and the tracking of activities thereof.
 - Enable the automatic enforcement of internal process controls.
 - Enable compliance with regulatory requirements.
- *Improved Monitoring and Control*
 - Improve a control framework to identify and reduce fraud and corruption.
 - Improve the integrity of the P&SCM processes and prevent audit findings.
- *Improve Effective Reporting*
 - Effortless access to records and documents.
 - Enhance master data management for all processes in scope.
 - Real-time tracking and insights for performance of all in scope processes.

To provide comprehensive solutions for the entire procurement value chain, Eskom has divided the program into phases that focus on specific process areas and outcomes.

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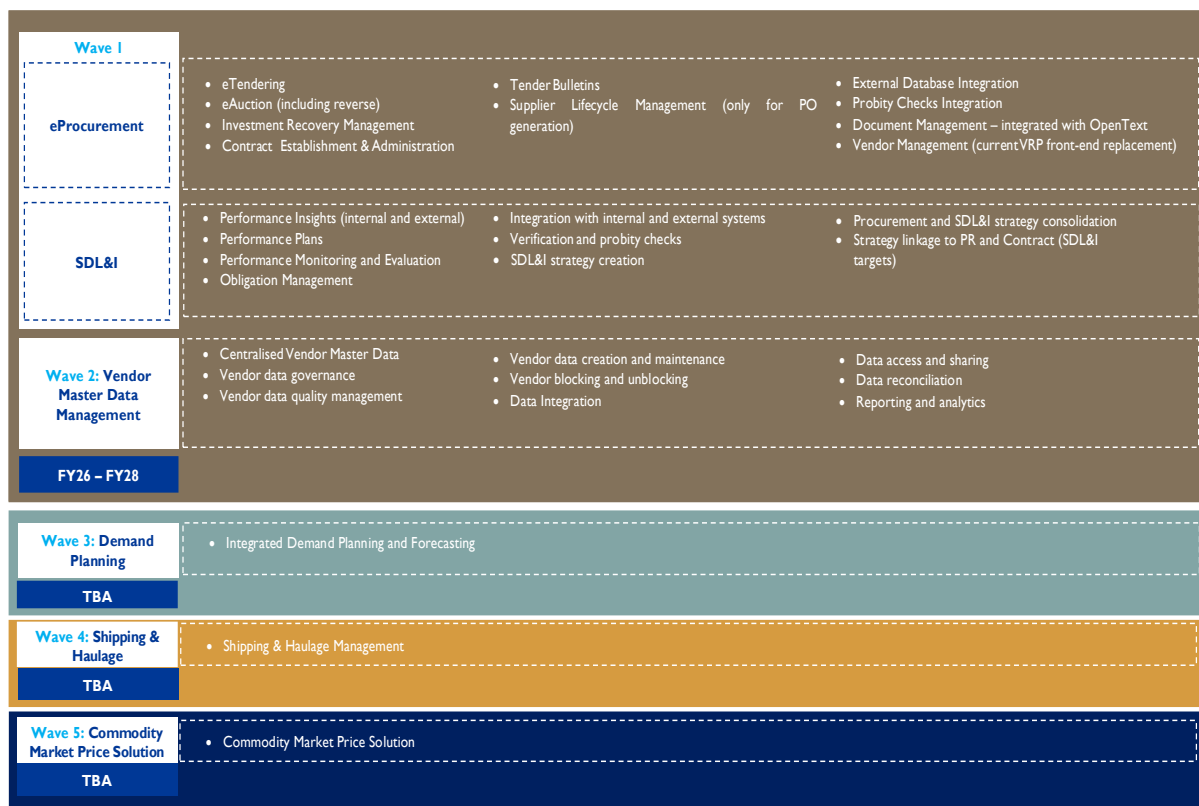


Figure 3 Eskom's Digital Procurement Program Implementation Waves

The scope of services for this transaction covers **Wave 1** (eProcurement and Supplier Development Localisation and Industrialisation (SDL&I)) and **Wave 2** (Vendor Master Data Management) to modernize the organization's procurement processes.

Wave 1 focuses on the foundational elements of the digital procurement system. It includes the implementation of procurement management, eTendering and eAuction capabilities which will facilitate investment recovery management. Additionally, a vendor registration portal will be established to enable the registration and modification of vendor information. The publication of bulletins and the management of the supplier lifecycle are also included. Integration with third-party systems and a centralised document management repository for all documents in scope is critical.

Wave 1 also aims to address gaps in supplier performance management and risk management, ensuring comprehensive oversight and accountability and enable Eskom's Supplier Development, Localisation, and Industrialisation (SDL&I) team to assess potential supplier's ability to meet critical contractual obligatory requirements such as skills development, local content, BBBEE etc. The critical

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aspect of this wave is enabling end to end visibility of supplier SDL&I performance from PR to contract issue and management.

Wave 2 focuses on implementing a capability for vendor master data management, which serves as an important component of the Digital Procurement Program. This initiative is intended to facilitate improved utilisation of the eProcurement solution by addressing areas such as compliance, governance, and vendor management. Maintaining accurate and comprehensive vendor records can minimise errors, duplication, and gaps in compliance across procurement activities including sourcing, onboarding, invoicing, and payments. By incorporating full VMD functionality into the RFP, Eskom seeks to establish a procurement platform supported by consistent and complete data instead of fragmented information.

Eskom operates within a comprehensive regulatory environment, adhering to frameworks such as PFMA, POPIA, B-BBEE, and other governance standards. The Vendor Master Data functionality supports:

- Controlled onboarding and thorough vetting of suppliers to ensure alignment with legal, tax, B-BBEE, and ESG compliance requirements.
- Comprehensive auditability and traceability of all vendor modifications, approvals, and updates.
- Integrated risk visibility across subsidiaries and divisions, minimising the threat of fraud, supplier misrepresentation, or conflicts of interest.

These measures collectively safeguard Eskom from reputational harm and potential regulatory violations.

Moreover, VMD functionality supports centralised supplier intelligence which enables Eskom to identify strategic suppliers, preferential procurement opportunities, and localisation impacts and provides a single view of supplier relationships across divisions and subsidiaries allowing Eskom to manage suppliers not just as vendors, but as partners in transformation and sustainability.

Given Eskom's move towards a decentralised structure (with subsidiaries and legally independent divisions) Vendor Master Data Management functionality will ensure:

- Central standards with local flexibility: divisions can operate independently but still align to group-wide governance.
- Golden record repositories: one accurate version of supplier information across all systems.
- Cross-division visibility: enabling Eskom to leverage its full buying power and manage supplier risks holistically.

Without strong vendor data governance, future digitalisation efforts risk being undermined by unreliable supplier information.

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The remaining Digital Procurement waves (3, 4, and 5) are not included in the scope of this transaction. The information provided below is solely for context.

Wave 3 and 4 cover integrated demand forecasting, shipping, and haulage. **Wave 5** focuses on scanning online sources for market prices of Eskom commodities enabling the provision of real-time market related commodity pricing. Implementation of this wave is currently in progress.

2.1. Vendor Master Data Management

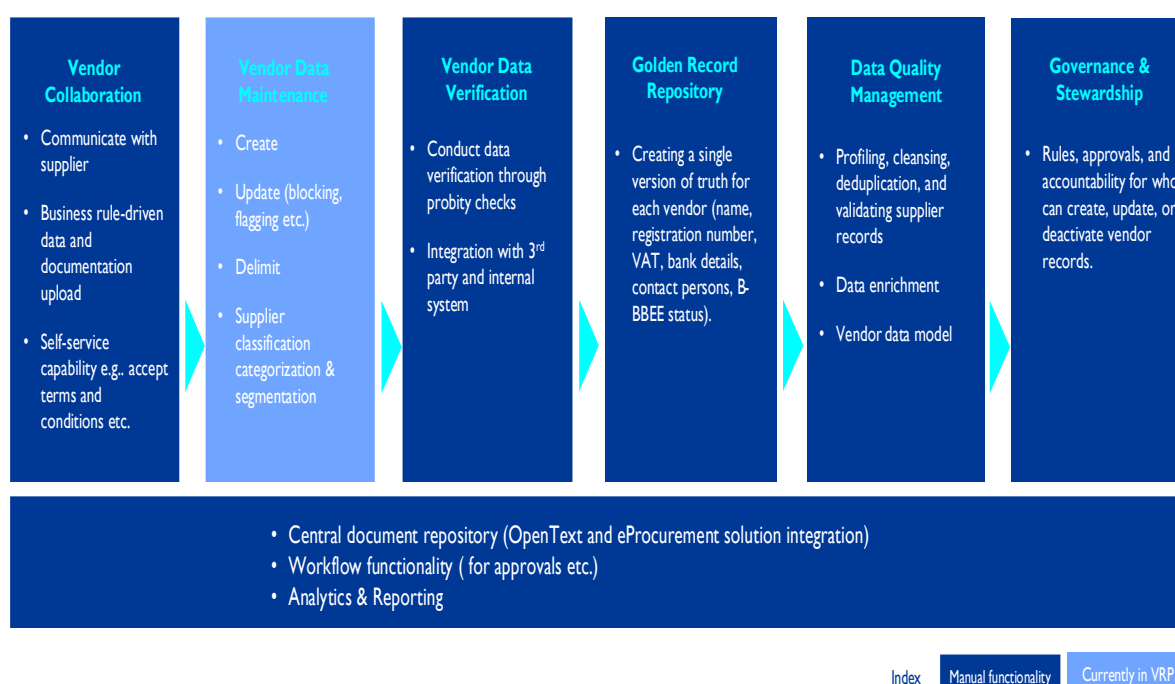


Figure 4 Vendor Master Data Management functionality at Eskom

At Eskom vendor master data management includes onboarding suppliers, handling probity and verification checks, and classifying and maintaining vendor information. Communication is mainly by email, with governance and approval tasks processed manually. Data quality management and governance are still in early stages, and the framework and organisational model are not yet fully established.

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2.2. Current State of Vendor Master Data Management

Vendor master data management is handled in the in-house Vendor Registration Portal (VRP), which offers basic vendor data maintenance but lacks collaboration, verification, and complete master data management functionality.

Below is a summarised list of functionalities currently in VRP:

- **New Supplier Registration pre-screening:** evaluating new vendors without prior business history with Eskom to initiate the supplier registration approval process.
- **Identification:** This section requires the registering supplier to provide their company information and details of directors.
- **Address:** The supplier entering their registration provides address and contact details for Eskom to use when contacting the supplier.
- **B-BBEE:** The supplier gives information about their B-BBEE status.
- **Supplier Profile:** At this stage of the application, the supplier lists the diverse types of products and services they have to offer.
- **Bank Details:** This is where the supplier will provide their company's banking details where all the payments will be done
- **Accounting:** The supplier will be capturing the contact person's details
- **Documents:** The supplier will be uploading all the required documents in this section.
- **SHE:** In this section the Supplier will complete the Safety Health, Environment and Energy Efficiency questionnaire.
- **Quality:** This is where the supplier completes a quality questionnaire.
- **Declaration:** Here the supplier is requested to declare any interest they may have in dealing with Eskom. After the completion of the Declaration of interest page, the supplier can log off the application.

The system does not have a centralised document repository to ensure consistency of vendor data and information across the lifecycle. There is manual collaboration with suppliers and no automated verifications with 3rd parties (e.g. SARS, BBBEE etc.). The solution currently integrates with the Customer Relationship Management solution, which is where vendor management requests are triggered. There is no workflow capability to manage the rigorous governance required by Eskom's processes.

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The system connects SAP S/4 HANA and VRP records through SAP Master Data Management for unique identification. Since SAP MDM features are unused and the product is now obsolete, it needs replacement.

Hence the need for a solution that caters for the entire vendor master data management functionality.

The figure below depicts the VRP system in relation to other P&SCM systems at Eskom.

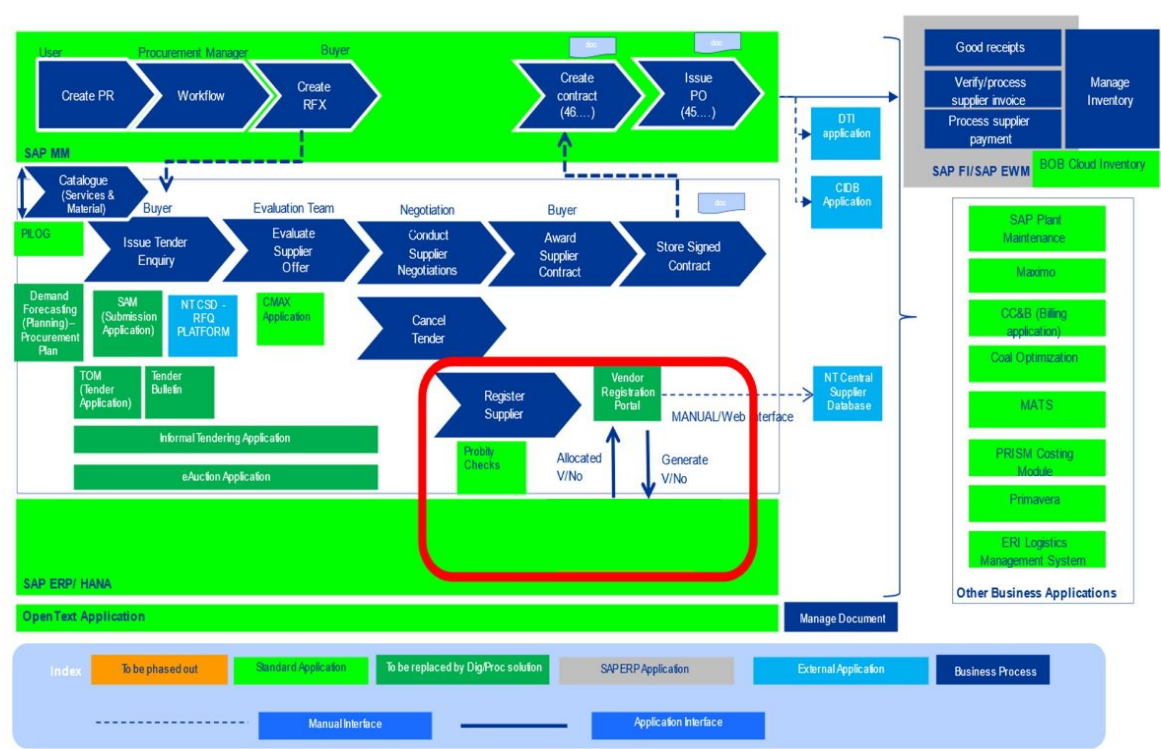


Figure 5 Vendor Registration Portal system for Vendor Master Data Management within the context of the Source to Pay system landscape

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2.3. High level gaps between the “As-Is” and “To-Be” state

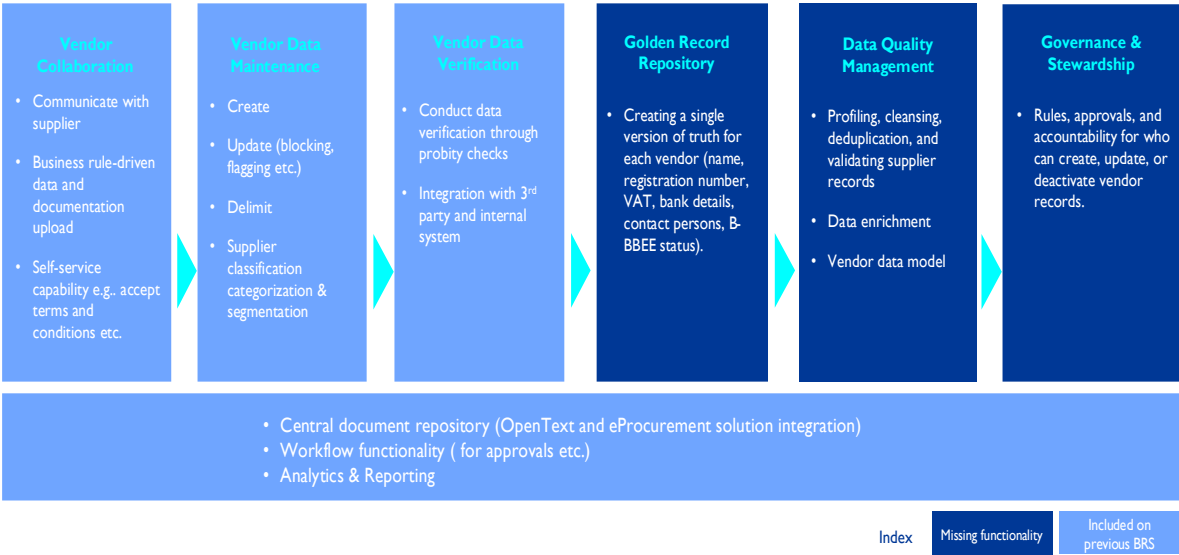


Figure 6 Vendor Management functionality included in the original BRS vs. Vendor Master Data Management functionality included in the appended BRS.

3. Enquiry Scope and Business Requirements

Please note that this section covers the entire scope of the enquiry. Please address all requirements listed below, as well as those in the Appendices and the Technical Evaluation Spreadsheet and any documents attached to the RFP. Failure to comply with all will lead to disqualification.

3.1. Key Points to Consider in Responses and Pricing

The overarching goal of the Digital Procurement program is to create a digital platform that provides a seamless and efficient user experience with the aim to limit integration complexity and ensure robust data management practices. Thus, through this Request for Proposal, Eskom seeks both a solution and an implementation partner to deliver the complete solution.

The solution to be implemented will provide the foundation of the digital procurement platform. All future solutions for other waves will use the platform hence the chosen solution must have a flexible GUI for easy future integration, ensuring a seamless user experience. It must comply with requirements from National Treasury and the State Security Agency, ensuring data privacy and processing standards are met. All cloud data must be hosted and processed within Protection of Private Information Act - POPIA

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(i.e. the Republic of South Africa) or General Data Protection Regulation - GDPR (i.e. European Union) jurisdictions, **specifically excluding any form of hosting or processing in the United States.**

Since Eskom wants a Software as a Service (SaaS) solution, the licensing model should be tiered to allow scalable costs. During the implementation phase, three hundred (300) concurrent licenses will be required and between 1000 to 2000 concurrent licences post implementation. The vendor must allow for a 10% (ten percent) true up for the number of additional users.

Eskom has an extensive implementation of SAP ERP and significant leverage when it comes to acquiring SAP products. If a solution based on SAP is selected, Eskom may opt to purchase licenses directly from the Original Equipment Manufacturer (OEM). Additionally in this instance, Eskom may also opt to limit the application support period to two years since we can leverage providing support through our expansive SAP Centre of Excellence.

The eProcurement solution sought aims to digitalise Eskom's complex Source to Pay (S2P) processes. The Technical Evaluation Criteria spreadsheet (TEC) outlines key solution capabilities needed, emphasizing the need for implementation permutations, like configurable workflow functionality to automate S2P processes. Each line item in the TEC is driven by numerous business rules which is impossible to include all permutations thereof in these documents. Examples are provided in the spreadsheet merely for context. Therefore, costing must account for a complex environment as no supplementary costs will be accepted due to inadequate initial costing.

Eskom's processes are regulated by National Treasury standards and directives, requiring flexible solutions for implementing regulatory changes. The National Treasury is developing a Digital Procurement Program for state-owned and government entities, which may affect the requirements of this enquiry. Respondents should consider incorporating flexibility during the project to factor in urgent National Treasury requirements.

Eskom is unbundling its core divisions into separate entities, like the recent separation of Transmission into NTCSA. Solutions must support multiple instances with unique branding for each division and Eskom subsidiaries. This will enable the separation of the functionality for the divisions at a later stage.

Below is a list of divisions and subsidiaries in scope:

- NTCSA (previously Transmission)
- Generation, Primary Energy and Renewables
- Distribution
- Eskom Rotek Industries
- All corporate and other divisions

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Currently, the level of maturity in vendor master data management is limited. Consequently, Eskom is evaluating a phased implementation strategy as outlined below:

Phase 1: Foundational eProcurement Deployment (with Data Cleansing)

- **Data Preparation:** Run a one-time vendor data cleanup to remove duplicates, normalize critical fields (VAT, company registration, banking), and retire inactive vendors.
- **Golden Data Set:** Establish a “minimum viable vendor master” as the basis for the eProcurement go-live, even if governance maturity is low.
- **Business Enablement:** Deploy the eProcurement solution to unlock sourcing, contract, and transactional efficiencies without waiting for full VMDM maturity.
- **Guardrails:** Define interim rules for new vendor creation (controlled templates, validations, limited entry points).

Eskom aims to implement the necessary functionality in a phased approach with the initial two phases focusing on the core functionality, followed by the rollout of additional features. Please note that Eskom reserves the right to change the prioritisation of the phases in future.

Below is an envisaged deployment sequence of business enablement functionality:

- Phase 1: Vendor Data maintenance and the relevant functionality
- Phase 2: Procurement Management, Electronic Tendering and Electronic Auctioning.
- Phase 3: Contract Establishment and Administration and SDL&I.

Eskom reserves the right to select specific modules based on pricing or business changes. For example, contract establishment and administration requirements are included for now but may be excluded later as Eskom is enabling contract management through a different solution outside the Digital Procurement Program. Suppliers need to ensure that pricing proposals are designed to allow for the removal of modules in the future.

Phase 2: Vendor Master Data Management & Governance

- **Operating Model:** Establish stewardship roles (central data office, divisional stewards, escalation path).
- **Policy & Controls:** Deploy governance framework, business rule catalogue, and quality thresholds.
- **Technology:** Switch on advanced VMDM functionality embedded in the eProcurement solution (survivorship rules, hierarchy management, golden record repository).

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- Continuous Improvement:** Introduce Data Quality Management (DQM) dashboards, scorecards, and exception workflows.

The respondents may submit a phased proposal aimed at expediting Eskom's journey towards achieving value.

Although Eskom has capacitated resources for Integration and testing, a successful integration of the solution with internal and 3rd party solutions, and the successful testing thereof is the accountability of the successful bidder. Thus, respondents must ensure to cost and plan for sufficient integration resources.

The figure below illustrates the final system landscape once the solutions is deployed:

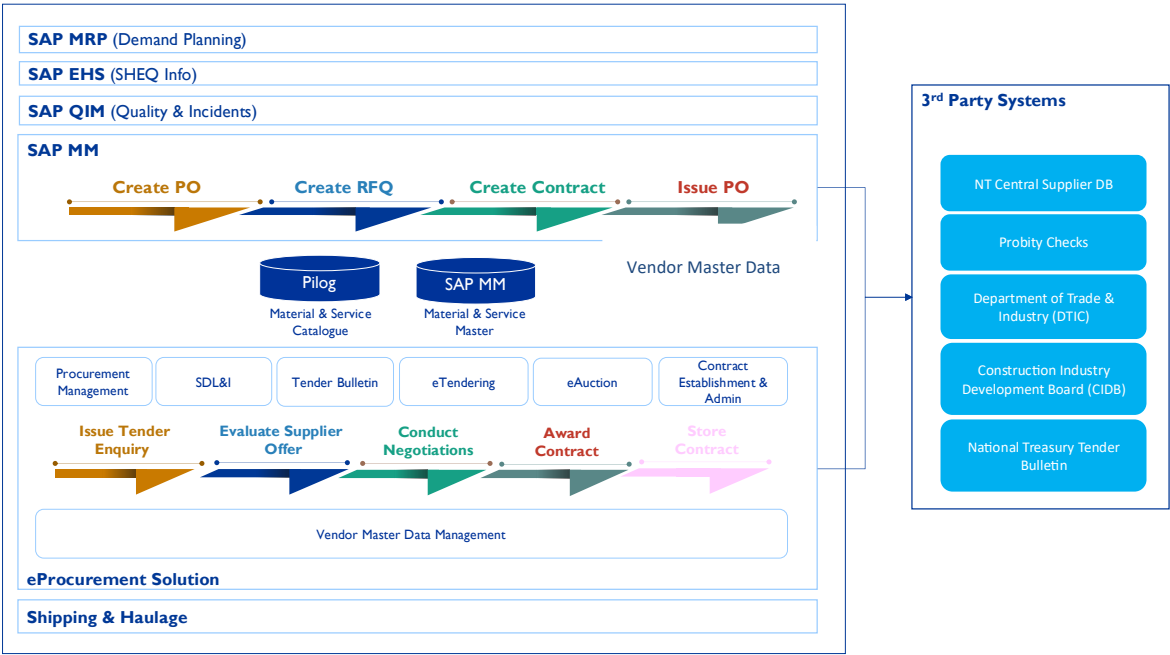


Figure 7 Suggested To-Be Procurement and Supply Chain Source to Pay To-Be Systems Landscape. (Please note that this is indicative and does not include all related systems)

Eskom has implemented OpenText as a document management system throughout the organisation. Proposals must include the integration of the proposed solution document management functionality with OpenText to create a seamless central document repository for all modules in scope.

Dependencies and prerequisites on Eskom must be clearly specified. All deliverables produced under this contract shall become the property of Eskom, with Eskom holding sole rights to them. Deliverables

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shall be provided in a maintainable format for each evaluation (e.g., editable documents). Project change control refers to the changes in project scope, time, and Cost.

Changes will follow the process below:

- Changes must be approved by the requester, business owner, project manager, and project sponsor.
- Depending on the scale of the change, other approvals external to the project may be required. Eskom will provide guidance.
- Approved changes must be noted in steering committee minutes, and scope change document must be compiled and signed off.

Appendix C contains a sample Service Level Agreement outlining Eskom's support and maintenance standards. Bidders should use this document and all appendices when preparing pricing.

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3.2. Functional Requirements

The solution must address business requirements as outlined in this document and the Technical Evaluation Criteria Spreadsheet. Below is a high-level view of Wave 1 and Wave 2, which form part of the requirements of this transaction.

Procurement Management	- PR Creation Lifecycle - Online procurement strategy creation, approval and workflow functionality - Visibility of historical procurement spent per commodity - Online Commodity Market analysis - Loss and control	Electronic Tendering	- Ability to issue, close and evaluate tenders online - Ability to evaluate tenders online - Visibility of the procurement process from inception to end - Two-way online communication between suppliers and Eskom - Online tender bulletins integrated with 3rd party databases - Supplier probity checks - Procurement Quality Engineering execution - Quality evaluation execution - Quality results upload and analysis
SDL&I	- Strategy creation and maintenance - NIPP requirement definition and reporting - Supplier evaluation, assessment, monitoring and reporting - Supplier development plans - Supplier development and execution - Obligation monitoring and management	Electronic Auction (including asset disposal and reversal)	- Multiple types of disposal mechanisms - Multiple auction types based on best practices - Register creation and maintenance - Real-time event management - Bidder management – invitation, registration, onboarding including training - Bidder registration and access management - Auction management – ranking of bids, grouping of items, pricing, bid analysis - ePayments linked to SAP ERP and internal systems
Vendor Collaboration & Master Data Maintenance	- Vendor onboarding - Vendor data maintenance (create, update delimit) - Vendor communication - Vendor verification - Vendor performance tracking and reporting - Central vendor data and document repository - Capture vendor performance and risk data	Contract Establishment & Administration	- Contract creation and maintenance - Catalogue validation - Panel contract automation - PR-PO linkage - Contract information visibility across lifecycle - Negotiation workflow - Spend analysis
Rest of Vendor Master Data Management	- Golden Record Repository - Vendor data governance - Vendor data quality management - Data Governance and stewardship	3rd Party System Integration	- Probity checks - National Treasury CSD - CIDB - DTIC - NT Tender Bulletin - Internal systems (SAP ERP, CRM etc.)
Generic solution functionality	- Central portal for all users - Workflow capability - Automated procurement governance processes - Resource allocation and management - Audit trail - Reporting and analytics		
Basic Document Management	- Centralised document repository - Load/download documents in defined formats - Document version and access control - eSignatures - Document retrieval and searching - Document retention and archiving		

Figure 8 Eskom Source to Pay Process Functionality (Wave 1 and Wave 2)

Below is a summary of the high-level functional requirements:

- Vendor Master Data Management
- Supplier Life Cycle Management.
- The creation and tracking of procurement strategies including procurement plans.
- The creation of Purchase Requisitions linked to Purchase Order.
- Automation of loss and control function.
- Electronic auctioning including asset disposals via auctions (investment recovery management).
- Electronic tendering including issuing, evaluations, tender office management and reporting.
- Integration with external portals to publish tenders.
- Contract establishment and administration.

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- Supplier performance management including obligations management, this caters for Supplier Development, Localisation, and Industrialisation requirements.
- Linking the supplier performance management to contract management.
- Additionally, the solution must include the following core functionality that spans all modules:
 - Central digital platform.
 - Dynamic templates of forms, checklists and documents.
 - Validation of templates (including validation of content).
 - Field definitions (mandatory, flagging and reporting).
 - Easily configurable workflows.
 - Dashboarding includes real-time tracking of process activities, and performance thereof.
 - Resource Management (allocation of teams, tracking of activities according to SLAs, notifications and alarms, reporting, workflow approvals etc.).
 - In platform communication (internally, with suppliers and external stakeholders e.g., NT), integrate with MS Outlook.
 - Audit trail of all activities in platform and easily extractable reporting thereof.
 - Reporting and analytics (standard, custom and self-service).
 - System integration (internal and 3rd parties).
 - Integration to external supplier databases (e.g., Central Supplier Database for the National Treasury) and probity check solutions.
 - Central repository of all documents including document management, use the current OpenText solution.
 - Uploading and downloading documents in specified formats (Pdf, multimedia, MS Office etc.).

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3.3. High-level Business Requirements

Process Area	Current State	To Be State	Benefit to Eskom
PO/PR Creation	- Cannot have one-to-many relationships between PR and PO. - Cannot link PR to Procurement Plan. - Cannot perform designated sector reporting on PRs. - No workflow functionality for the end-to-end PR to PO or contract process.	- Ability to have one-to-many PR to PO relationships. - Ability to generate more than one enquiry/RFQ from one PR. - Ability to trace PR to Procurement plans and report on them. - Ability to report on PR transaction types e.g., single source. Sole source, Formal tenders. - Ability to report on designated sectors and commodities. - Ability to track the PR to PO/contract cycle time.	- Faster turnaround time from requisition to PO. - Reduced manual intervention frees procurement staff for strategic tasks. - Integration with Vendor Master Data ensures "clean" vendor info on every PO. - Enforced controls reduce off-contract spend and retrospective POs. - Improves PFMA, POPIA, and ESG compliance reporting. - Better visibility of spend commitments before they are incurred. - Reduction in duplicate or erroneous POs that cause rework and supplier disputes. - Clear, auditable record of requisition and order approvals. - Business units can see exactly where a PR/PO is delayed, reducing friction with procurement. - Supports Eskom's objective of financial sustainability through spend discipline. - Provides analytics for supplier negotiations and demand management.

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Procurement Management	• Manual procurement strategy creation. • Manual procurement plans and tracking.	• Automated procurement strategy creation and reporting. • Realtime procurement plan creation and tracking.	• Digitized and standardized strategy templates reduce manual effort and inconsistencies. • Ensures alignment of strategies across Divisions and Subsidiaries with Eskom's overall corporate objectives. • Improves governance and accountability through automated version control, approval workflows, and audit trails. • Faster development of procurement strategies enables quicker execution of sourcing events, improving agility and competitiveness. • Automated procurement planning with integrated dashboards provides real-time visibility of progress against targets. • Early identification of delays or bottlenecks improves on-time delivery of projects. • Reduces duplication and errors through a single digital plan shared across all stakeholders. • Enhances compliance monitoring (PFMA, B-BBEE, SDL&I) by embedding reporting requirements into the system. • Supports data-driven decision making with predictive analytics for demand forecasting and supplier capacity planning.
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Electronic Tendering	- Manual/semi-manual (emails, spreadsheets). - Inconsistent evaluation criteria. - - Long tender cycles. - Limited transparency and supplier participation. - Manual creation and issue of tenders, inconsistent processing depending on transaction types. - Manual issue to external bulletins. - Manual check of suppliers in the Central Supplier Database/ an external database. - Lack of visibility of reporting. - Lack of visibility of work allocation and tracking. - Risk regarding confidentiality and evaluation of tenders	- Ability to issue, receive and evaluate tenders in the system. - Integration of external bulletins for seamless tender issue. - Integration with 3rd party databases for probity checks. - Automated real-time reporting. - Automated and visible resource allocation and tracking. - Secure supplier uploads and documents management. - Integration with 3rd party databases for probity checks.	- Enhanced transparency and accountability. - Fewer disputes and improved audit outcomes. - Reduced tender cycle times. - Broader supplier participation. - Automated tender creation using templates reduces errors and ensures compliance with PFMA and internal governance. - Faster tender publishing shortens cycle times and accelerates project delivery. - Ensures standardization across all divisions, improving fairness and transparency.
Electronic Auctioning (Reverse Auctioning)	There is currently an interim solution in place that automates the auctioning of commodities.	An integrated solution is required. Refer to detailed business requirements.	- Fully integrated auctions eliminate manual workarounds, shorten sourcing cycle times, and automatically link outcomes to PR/PO and contracts. - Reverse auctions drive competitive supplier pricing, delivering measurable cost reductions across commodities and services. - Real-time bidding with audit trails ensures fairness, compliance with PFMA, and reduces corruption risk. - Analytics on bidding behaviour reveal market dynamics, strengthen supplier

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			negotiations, and support SDL&I/BBBEE transformation goals by widening supplier participation.
Supplier Development Localisation & Industrialisation (SDL&I)	- Manual approval flows with limited visibility of decision-making results. - Limited visibility of supplier risk and performance management. - Lack of integrated document management and visibility regarding tender documents and contracts.	- Automated workflow capability. - Integrated supplier risk management and reporting. - Integrated and centralised document management for supplier information.	- Automated workflows following Eskom's DoA minimise delays and bottlenecks. - Dashboards show real-time status of transactions, enhancing transparency. - Notifications and escalation rules speed up approvals. - Audit trails ensure strong governance, PFMA compliance, and accountability.
	The following are currently manually processed: - Creation of the SD&L Strategy - Defining and reporting on the NIPP requirements - Evaluation and assessment of suppliers - Supplier Development Plans - Supplier Monitoring and Reporting - Supplier Execution - Supplier Development	Automate all the manual processing.	Reduces manual effort and errors, speeds up processes, improves compliance through consistent workflows, and provides real-time visibility for better decision-making and risk management.

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Contract Administration & Establishment	No single repository for contract information	Central repository for contracts with managed access.	- Centralized Control & Accuracy provides a single source of truth for all contracts reduces duplication, errors, and data loss. - Governance & Compliance for stronger audit trails, role-based access, and visibility into regulatory/ESG obligations improve compliance and accountability. - Efficiency & Risk Management – with faster access to contracts, automated alerts for renewals/expiries, and integration with supplier performance reduce risks and improve value realization.
	Difficult to search for contracts based on criteria such as currency etc.	Ability to search for contracts-based on specified criteria.	An integrated contract repository with advanced search (e.g., by currency, supplier, expiry date) enables faster retrieval, reduces administrative effort, and enhances decision-making for procurement, finance, and compliance team
	Lack of workflow capability for contract approvals and amendments.	Workflow capability.	Automated workflows for contract approvals and amendments ensure consistency with Delegation of Authority, reduce delays, provide full audit trails, and strengthen compliance and accountability across Eskom.
	Limited reporting on contract status in the lifecycle.	Automated real-time reporting on contracts at any stage of the lifecycle.	Enhanced reporting on contract status provides real-time visibility of key milestones (e.g., renewals, expiries, obligations), enabling proactive management, reducing operational and financial risks, and improving value realization from contracts.

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Document Management	Procurement/tender/contract docs scattered across SharePoint, email, local drives. No single version of truth.	Centralised Document Management integrated with eProcurement & OpenText.	One source of truth across procurement.
	Manual document retrieval.	Automated retention & archiving (aligned to POPIA, ESG).	Faster document retrieval.
	Poor audit trails.	Secure role-based access.	Stronger compliance with audit and POPIA/legal retention rules.
	Limited metadata/tagging,	Metadata tagging & version control.	Reduced risk of lost/misfiled documents. Improved collaboration and knowledge transfer.
Vendor Master Data Maintenance	No real-time integration with the Central supplier Database. Supplier data is downloaded and captured manually into the current VRP system.	Integration with CSD to obtain supplier data with automated processes to check for changes and additions of new supplier data.	Enhanced efficiency in the vendor onboarding process.
	Vendor updates are ad hoc, often reactive, and handled inconsistently across divisions.	Standardised maintenance workflows with defined SLAs, roles, and automated validations.	Current and reliable supplier data supports compliance and payments.
	Vendor records often outdated (e.g., expired B-BBEE certificates, obsolete tax numbers, old contact details).	Proactive maintenance cycle with expiry alerts, automated reminders, and periodic re-validation.	Current and reliable supplier data supports compliance and payments.
	Duplicate or conflicting vendor records remain in systems because there is no structured clean-up process.	Deduplication and survivorship rules applied during maintenance; stewardship oversight.	Reduced errors in transactions; fewer disputes with suppliers.
	Supporting documents (tax clearance, B-BBEE certificates, safety records) not consistently updated or stored.	Central repository ensures all compliance documents are current, versioned, and linked to vendor record.	Full compliance visibility; easier audits.

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	Supplier change requests (banking, legal name, ownership) processed manually and inconsistently, creating fraud risk.	Controlled, auditable change request process with multi-level approvals and segregation of duties.	Stronger fraud prevention; improved trust in banking and tax data.
	Divisions maintain changes independently, often leading to fragmentation of vendor data.	Group-wide maintenance standards with central oversight and local execution.	Alignment across Eskom while respecting divisional needs.
	Limited tracking of when vendor data was last reviewed or updated; weak audit trails.	Automated logs and monitoring dashboards track all changes and data ageing.	Improved audit readiness and transparency.
	Suppliers often frustrated by repeated requests for the same documents from different divisions.	Self-service supplier portal for updates and document submission, reducing back-and-forth.	Better supplier experience; faster onboarding and updates.
	Data clean-up projects done on a once-off basis before audits or system migrations.	Ongoing maintenance cycle embedded in operations with stewardship accountability.	Sustainable high-quality data avoids expensive periodic fixes.
Data Quality Management	Vendor duplicates, incomplete, and inconsistent vendor records across divisions and systems.	Single golden record with enforced standards, deduplication, and validations.	Eliminates duplication and errors; creates a single source of truth.
	Manual, inconsistent checks for PFMA, POPIA, B-BBEE, tax, and banking validations. Limited audit trails.	Automated compliance validations, version control, and full audit history of changes.	Strengthened regulatory compliance; improved audit readiness.
	Payment delays and errors due to incorrect banking details or duplicate suppliers. High reconciliation effort.	Accurate, validated banking and tax details embedded in vendor master.	Reduced payment errors, faster processing, fewer disputes.
	Lengthy, error-prone onboarding processes with repeated requests for information.	Streamlined, automated onboarding with validation at the point of capture.	Faster supplier enablement, better supplier experience.

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	• Vulnerability to fraudulent or misrepresented supplier information. Weak controls over updates.	• Strong governance workflows, steward approval, and segregation of duties.	• Reduced fraud risk and reputational exposure.
	• Fragmented view of suppliers across Eskom divisions; limited ability to leverage group spend.	• Unified vendor data model across subsidiaries and divisions.	• Improved spend analysis, negotiation power, and supplier leverage.
	• Inaccurate, unreliable data makes B-BBEE, and localisation reporting difficult.	• Clean, structured vendor data supports accurate reporting and dashboards.	• Reliable compliance and ESG reporting; supports strategic goals
	• High manual effort for data correction, reconciliations, and error handling.	• Proactive data quality rules, monitoring, and stewardship roles.	• Reduced rework and operational costs; faster procurement cycles.
	• Decision-making undermined by poor quality, incomplete supplier information.	• Trusted, high-quality vendor data feeding into analytics and strategy.	• Data-driven procurement decisions, better risk and performance management.
Data Governance and Stewardship	• No clear ownership of vendor data across divisions. Responsibility is fragmented and ad hoc.	• Defined data stewards and process owners accountable for data quality and lifecycle.	• Clear accountability; sustained quality and oversight.
	• Inconsistent definitions and attributes (e.g., B-BBEE codes, commodity categories, addresses) across systems.	• Standardised vendor data model with controlled vocabularies and enterprise-wide policies.	• Consistency across divisions; reliable data for reporting and analysis.
	• Semi-manual updates to vendor records with little visibility or justification.	• Governance workflows for reviews, approvals, and rationale capture; full audit trail.	• Transparency and defensibility of all vendor changes; compliance assurance.
	• Manual alignment of vendor data with PFMA, POPIA, B-BBEE, Treasury, or ESG requirements.	• Governance framework enforces compliance attributes and validations as part of data entry.	• Reduced regulatory risk; easier audit clearance.

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	Divisions maintain separate vendor records, with little group-wide coordination or governance.	Group-wide governance model with central policies and distributed stewardship at divisional level.	Unified supplier view: divisions retain input but align to central standards.
	Limited audit trails: difficult to trace who made changes and why.	Comprehensive audit logs and versioning of all vendor master changes.	Strong audit readiness and traceability for regulators and auditors.
	Limited or reactive Data clean-ups, often triggered only during audits or crises.	Stewardship ensures ongoing monitoring, quality checks, and continuous improvement.	Sustainable high-quality data, reducing costs of repeated clean-ups.
	Potential fraud and conflicts of interest due to lack of oversight of who creates/edits vendor records.	Stewardship roles enforce segregation of duties, validation, and approval controls.	Reduced fraud and reputational risk.

Table 1 High Level Business Requirements (to be read in conjunction with the Technical Evaluation criteria)

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3.4. Project Management Requirements

The tenderer must deliver the following as part of project management:

- a. A dedicated experienced Project Manager from project inception to closure.
- b. Project documentation required by the Eskom Group Technology PMO. This includes but is not limited to:
 - Detailed integrated schedule.
 - Weekly progress reports.
 - Payment schedule forecast and actuals tracking against the forecast. Delivery Acceptance Certificates with supporting documents.
 - Provide information required by Eskom team members to facilitate governance of the project and its deliverables.
 - Integrate the current application support teams into the project delivery team.
 - Deliverable Breakdown Structure indicating all fixed cost deliverables with the cost of each deliverable and the total cost of all deliverables.
- c. During execution deliverables will be evaluated by Eskom and a deliverable acceptance certificate will be issued on approval. Approved deliverables can then be invoiced.
- d. A Project schedule in MS Project format. The top-level work breakdown in the schedule must reflect the Software Delivery Life Cycle stages (e.g., Feasibility, Design; Build, Test, Train, Deploy and Stabilise).

3.5. Architectural Requirements

The primary objective is to define and design the solution architecture. The tenderer must deliver solution architecture services, secure Enterprise Architecture committee approval for the Physical Architecture Design (PAD) and obtain Pre-Transfer design approval before deployment. This involves allocating time for refining requirements, conducting design workshops, and creating detailed physical designs with necessary configurations.

The tenderer must develop detailed physical architecture designs aligned with user requirements, best practices, and Enterprise Architecture guidelines as outlined in the RFP. The scope of the architecture work includes the following key areas:

3.5.1. Data Architecture Requirements

- Define the data architecture, including data modelling, storage, retrieval, and data flow diagrams.

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- Design data schemas, considering scalability, data integrity, and performance optimization.
- Recommend appropriate database technologies and data storage solutions based on project requirements.
- Resource Requirement: Experienced Data/Information Architects & System Analysts.
- Deliverable: Data architecture documentation and diagrams.

3.5.2. Solution Architecture Requirements

- Engage and collaborate with stakeholders to gain an understanding of both functional and non-functional requirements.
- Provide a comprehensive solution architecture that outlines the application's components, their interactions, and the overall system behaviour.
- Identify key software modules, frameworks, and technologies required for the proposed solution.
- Provide clear guidelines for the design and development of each module, ensuring alignment with project goals and objectives.
- Resource Requirement: Experienced Solution Architect(s).
- Deliverable: Solution architecture documentation and diagrams.

3.5.3. Technical Architecture Requirements

This section outlines the technical infrastructure essential for the deployment and operation of the application.

- Recommend and specify hardware specifications, configurations, network, and cloud infrastructure configurations where applicable, to ensure scalability, availability, and performance.
- Specify software development tools, frameworks, and best practices to be used by the development team.
- Collaborate with internal technical stakeholders.
- Address technical constraints, including latency, bandwidth, and system compatibility.
- Resource Requirement: Experienced Technical Architect(s).
- Deliverable: Technical architecture documentation and infrastructure specifications.

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3.5.4. Architecture Deliverables

- Design workshops with business stakeholders to clarify and define in detail business, functional and implementation requirements.
- Comprehensive documentation for each architecture domain (Data, Solution, Technical, Security, Integration), including diagrams, flowcharts, and textual descriptions as outlined above.
- High-level presentations to key stakeholder explaining the architecture rationale, design decisions, and benefits.
- 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.
- Detailed physical architecture design and Pretransfer documents.
- All documents and diagrams to be submitted as digital editable copies (MS Office, MS Visio or ARIS).

3.5.5. Communication

Regular update meetings will be held to discuss architecture deliverable progress, address concerns, and ensure alignment with project goals.

3.5.6. Deliverable Acceptance Criteria

The architecture work will be considered successfully completed upon support/approval of the architecture documentation by both Enterprise Architecture and project stakeholders. The tenderer is expected to facilitate review and approval of the design as required by Eskom's methodology and governance. A lead time of at least two weeks needs to be provided for in the timelines to allow for review and approval processes.

- Detailed design approved by Enterprise Architecture Advisory Board (EAAB).
- Development environment ready for Build/ Configuration according to the architecture approvals.

3.5.7. Build and deploy

The Tenderer must articulate clearly as part of the response the implementation and deployment approach. The tenderer must:

- Provide test cases and unit testing evidence, once all the necessary unit and systems integration testing (SIT) are complete.

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- Deploy the solution in production once all testing reports are produced and all governance approvals are obtained.
- Update requirements traceability matrix. Ensure all environments are updated following successful test (both unit and SIT testing) conclusions.
- Compile a go-live plan and ensure the solution obtains the necessary governance approvals as per the Enterprise Architecture Advisory Board (EAAB) for pre-transfer, Change Review Management Committee (CRMC), Go/No-Go pack and decision by Group Technology responsible approval roles.

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3.6. System Integration Requirements

Although Eskom has capacitated resources for Integration. The accountability for integration success lies with the tenderer. Thus, respondents must ensure to cost and plan for sufficient resources. The Eskom Integration team will in collaboration with the tenderer perform and oversee integration activities. The tenderer must develop business services for system communication in scope. Please reference Appendix B - “Group Technology End Systems Integration Design Requirements v1.0.1 (4)” document to provide guidance on the available communication protocols. It is also critical to note that the solution needs to support seamless integration with existing production solutions to minimise the cost of implementation and future operations.

The table below contains a list of all internal production solutions in scope. The tenderer must ensure that the solution successfully integrates with the production systems listed.

Internal System Integration	Purpose of integration
SAP MM	PO generation, Material and Service Master
SAP Finance	Good receipts, supplier invoices, process payments
SAP EHS	SHEQ Information
SAP Plant Maintenance	Asset Management
Pilog	Material and Service catalogue Master Data
SAP MDM	Vendor Master Data
OpenText	Document Management System (optional to be used as a central document repository)
SAP FI	Goods receipting, invoicing, and payments
SAP MRP	Limited demand planning
SAP QIM	Quality and Incident Information
SAP ERP	HR and other ERP related information. SAP S/4 HANA
Microsoft Dynamix CRM	Vendor Master Data maintenance requests
MS SharePoint and Office	Document uploads and downloads, and collaboration
MS Outlook	Email communication
Supplier Training System	Conduct all supplier related training and information tracking
CC&B Billing	Billing and revenue assurance system
Windows Active Directory	Access management and authentication
Tender Bulletins	Publish all Eskom's enquiries

Table 2 List of internal Eskom systems to integrate with the eProcurement Solution (not exhaustive)

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The table below contains a list of all external and 3rd party solutions in scope. The tenderer must ensure that the solution successfully integrates with the systems listed.

External System Integration	Purpose of integration
National Treasury Central Supplier Database (CSD)	Supplier information, commodities, and probity checks
Construction Industry Development Board (CIDB)	Publish construction related tenders as well as related awards
National Treasury Tender Bulletin	Publish all Eskom tenders and tender awards
Department of Trade and Industry (DTI)	Probity checks
South Africa Revenue Services (SARS) website	Tax verification
Companies and Intellectual Properties Commission (CIPC)	Supplier company verifications – system to flag employees doing business with Eskom or with government
South African National Accreditation System (SANAS)	BBBEE and other verifications

Table 3 List of external systems to integrate with the eProcurement Solution

The solution must have the capability of secure communication when exposing the services via the business services.

Additionally, the tenderer must:

- 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.
- Provide input and contribute to the Analysis, Design, Message Modelling, Development and configuration, Unit testing, System Integration Testing (SIT), User Acceptance Testing (UAT), and Non-Functional testing.
- Provide Application Business Services that conform to the specific security and Integration standards.
- Provide Application Business Services that can receive an Integration reply with a full-service response (pre-defined message structure) in case the Application is invoking an Integration Web Service.
- Provide Application Business Services that can communicate via One-Way or Two-Way certificate (SSL/TLS) to secure the channel.
- Provide Application Business Services that support Basic Authentication for Web Services, Database or SFTP for Authentication security.
- Provide Application Business Service with the capability to distinguish between Technical and Business error and handle each one in a separate manner.

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3.7. Testing Requirements

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 Technology environment.

Please note that the following:

- All testing, except unit testing, will be conducted by the Eskom testing team. The tenderer is responsible for conducting unit testing.
- 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.
- 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 making any test milestone as complete.

The following tests and milestones must be completed:

- **Unit Testing (Development Environment):** The tenderer's development team must provide results.
- **System Integration Testing & Functionality Testing (QA Environment):** 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.
- **User Acceptance Testing (Pre-Prod Environment):** 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.
- **Non-Functional/Performance Testing (Pre-Prod Environment):** Led and executed by the performance testers.
- **Evidence of Disaster Recovery Testing** reviewed and approved by the Disaster recovery team.

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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.

3.8. Data Migration Requirements

3.8.1. Current data

Only clean and validated current data will be migrated to the new solution. Data cleanup is excluded from the scope of the RFP.

3.8.2. Future Data

The solution must support data export to other platforms upon contract completion, ensuring Eskom retains ownership of all data stored, transmitted, and created through the cloud service during the contract period.

3.8.3. Additional Data Migration Requirements

The tenderer must have the following:

- Ability to conduct a thorough analysis of existing data sources.
- Expertise in identifying data redundancies, inconsistencies, or gaps in legacy systems.
- Provide a clear and structured approach for data extraction, transformation, and loading (ETL).
- Proven use of data migration tools or tools suitable for procurement management solutions.
- Ability to manage Eskom's large-scale data efficiently.
- Capability to support migration of both structured and unstructured data.
- Ability to encrypted secure transfer protocols of data during and after migration.
- Ability to handle sensitive classified data securely.
- Capability to provide traceability and logging of all data migration activities.

3.9. Security Requirements

3.9.1. Cloud Security Requirements

- a) External Third-Party Attestation Reports (Note: SOC reports are only applicable to Cloud Services such as SaaS, PaaS, and IaaS, not systems hosted on Eskom's Azure tenant/virtual private cloud (VPC) and on-prem on the Eskom corporate local area network (LAN)/business information network (BIN): SOC 1 Type II and SOC 2 Type II is an attestation standard put forth by the Auditing Standards Board of the American Institute of

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Certified Public Accountants (AICPA) that addresses engagements undertaken by a service auditor for reporting on controls at organizations that provide cloud services to user entities.

The Cloud Service Provider (CSP) shall:

- i. 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.
 - ii. 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.
 - iii. 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 Eskom.
 - iv. Subject to Section (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.
- b) For all on-premises systems, a valid ISO27001 certificate is required.
 - c) For all cloud services, valid ISO27017 and ISO27018 certificates are required.
 - d) The cloud service (if hosted in the cloud) or system (if hosted on premises) shall be able to integrate with existing Eskom's identity providers (IdP's) such as Microsoft (MS) AD, Entra ID and shall support SAML 2.0, OAuth 2.0 and OAuth 2.1 to enable MFA and SSO.
 - e) Role-base access control (RBAC) shall be employed.
 - f) Data at rest to be encrypted using at minimum AES-256), and in transit or in motion using TLS 1.3, or later versions.
 - g) Audit trails, logs, user administration and user activity logs shall be enabled, encrypted, and securely kept with limited access to administrators.
 - h) Sensitive information such as personal identifiable information (PII) data in Sandbox/development environment (DEV) shall be masked.
 - i) Incremental daily back-ups shall be done, encrypted, and securely kept offsite.
 - j) Real-time data synchronization or data replication to a secondary or disaster recovery (DR) site, located in different regions shall be employed.
 - k) Disaster Recovery Plan (DRP) shall be defined, annually tested, and such DRP test results shall be shared with the Eskom Cyber Security team.
 - l) Back up Restore Plan and Procedure shall be defined, annually tested and such test results shall be shared with the Eskom Cyber Security team.

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- m) 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.
- n) The Static Application Security Test (SAST), Dynamic Application Security Test (DAST) and penetration test shall be conducted prior deploying the cloud system and on-prem system to production environment, all critical, high, and medium vulnerabilities shall be addressed prior deploying production environment, and the summary of the test results shall be submitted to the Eskom Cybersecurity team for review and acceptance.
- o) 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.
- p) 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.
- q) 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. 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.
- r) 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. 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.
- s) Distributed Denial of Service (DDoS) protection mechanism shall be employed for all cloud services.
- t) Web Application Firewall (WAF) for all internet-facing applications and/or web-based applications shall be employed.
- u) 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.

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- v) 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.
- w) The cloud service (if hosted in the cloud) or system (if hosted on premises) shall be able to integrate with SIEM standard technologies such as Syslog, Windows events logging, SNMP and API, etc.

3.10. Training Requirements

Employee training must ensure that all relevant Eskom staff—especially those in Procurement, Finance, Compliance, and Business Units—can effectively use the system, enforce policies, and support supplier engagement. Moreover, to support Eskom’s eProcurement implementation, especially in a hybrid (online and in-person) environment, it’s essential that suppliers receive thorough training to ensure effective adoption, compliance, and efficiency.

3.10.1. Eskom Employee Training Requirements

To ensure Eskom employees have the knowledge and skills to operate the eProcurement platform efficiently, enforce procurement policies, and support supplier integration across all procurement-related functions, the following role training needs must be fulfilled:

- a. Procurement Practitioners
 - End-to-end sourcing using the eProcurement system.
 - Creating and managing RFQs, RFPs, and tenders.
 - Bid evaluation and scoring within the system.
 - Contract creation, negotiation workflows, and vendor communication.
 - Use of analytics and reporting dashboards.
 - Governance process coordination.
 - Master data maintenance.
 - Supplier communication and collaboration.
- b. Finance & Accounts Payable Teams
 - Purchase Order (PO) approval and 3-way match process.
 - Invoice validation and reconciliation.
 - Payment release tracking and auditing.
 - Financial compliance monitoring.
 - Governance process participation.
- c. End Users / Requesters (Business Units).

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- Raising procurement documents (e.g. PRs, POs).
- Tracking order status and delivery timelines.
- Managing procurement for recurring needs.
- d. Compliance, Internal Audit & Risk Management
 - System-integrated compliance controls.
 - Supplier vetting and verification (BBBEE, ESG, tax, etc.).
 - Monitoring procurement deviations and audit trails.
- e. IT / System Administrators
 - System configuration and maintenance.
 - Role-based access control (RBAC).
 - Troubleshooting and integration with ERP (e.g., SAP S/4HANA).
 - Cybersecurity and data privacy enforcement.

3.10.2. Supplier Training Requirements

To ensure all suppliers are competent in using Eskom's eProcurement system, fully understand compliance obligations, and can transact efficiently and transparently within the platform. Below is the scope for supplier training that suppliers must fulfil:

- a. System Onboarding & Navigation
 - Overview of the eProcurement portal.
 - Logging in, user authentication (including MFA if applicable).
 - User role configuration and management.
 - Dashboard navigation and personalization.
- b. Sourcing and Tendering Process
 - Finding and responding to RFQs, RFPs, and tenders.
 - Uploading supporting documentation.
 - Electronic signature protocols.
 - Understanding evaluation criteria.
- c. Contract Management
 - Digital contract review and acceptance.
 - Tracking contract milestones and performance metrics.
 - Contract amendments and renewals.
- d. Compliance & Governance
 - Regulatory and ESG requirements.
 - BBBEE documentation submission.
 - Cybersecurity awareness and data privacy.

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- Eskom procurement policies and codes of conduct.

3.10.3. Hybrid Training Delivery Methods

a. Online Training (eLearning Platform)

eLearning modules for suppliers:

- Self-paced Modules: Mandatory for all supplier users.
- Interactive simulations of procurement tasks.
- Knowledge checks and quizzes.
- Live Webinars:
 - i. Scheduled Q&A sessions and walkthroughs.
 - ii. Sessions recorded for future reference.

Mandatory eLearning Modules for all employee roles:

- Customized per user role with completion tracking.
- Includes knowledge checks and final assessments.
- Live Virtual Classes
 - i. Instructor-led, role-specific deep-dives (procurement, finance, compliance).
 - ii. Offered in multiple sessions with recordings archived.

b. In-Person Training (Targeted)

In person training for suppliers:

- Focused on high-volume or strategic suppliers.
- Hands-on assistance for complex scenarios.
- Available in major provinces (Gauteng, Western Cape, KwaZulu-Natal, etc.).

Focused training for employees:

- Focused workshops at regional Eskom hubs for key users and change champions.
- Hands-on system simulations, including sandbox environments.
- Cross-functional exercises (e.g., PR to Payment scenarios).

c. Support & Continuous Learning

- Access to a 24/7 supplier helpdesk (phone, email, live chat).
- Regular update bulletins and refresher modules as system features evolve.
- Dedicated Supplier Success Managers for key vendors.
- Train the Trainer model for appointed divisional and departmental ambassadors to reinforce learning and offer peer support.
- Training for dedicated Helpdesk and IT Support teams for technical issues and process clarification during and after implementation.
- Quick Reference Guides (QRGs) and How-To Videos accessible on the Eskom intranet.

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d. Certification & Compliance

- All designated users must complete assigned training paths and score a minimum of 80% on assessments.
- Completion certificates are required for system access.
- Periodic refresher training will be mandatory, especially after system upgrades or policy changes.
- Suppliers must complete mandatory online modules and pass a basic competency test (minimum 80% pass rate).

e. Support & Continuous Learning

- Access to a 24/7 supplier helpdesk (phone, email, live chat).
- Regular update bulletins and refresher modules as system features evolve.

This hybrid training framework ensures employees and suppliers are empowered, compliant, and ready to engage efficiently with Eskom's modernized procurement systems, fostering transparency and improved service delivery.

3.11. Support Requirements

The application support contract must include all deliverables associated with the legal separation/unbundling of Eskom's divisions following project implementation and handover. This encompasses configuration, data migration, integration, testing, and deployment. The RFP response must outline the optimal business support model for both the hyper-care and post-implementation phases. Additionally, the RFP response must detail an implementation approach and provide work instructions pertinent to the business legal separation initiative.

The bidder must create comprehensive training materials for all solution capabilities, including IT and business support. They should train Eskom Group Technology support teams to ensure thorough knowledge transfer and provide a knowledge transfer acceptance certificate for each deliverable. Training is required for all three Eskom support levels: functional application, first line, second line, and third line, covering both technical and database support. The service provider must offer all support services during the post-project implementation period while training Eskom staff. Continuous skill transfer to Eskom SAP CoE support staff is essential during this phase.

A managed service for the application layer is required for 3 years after project implementation. During this time, the bidder must transfer knowledge to the Eskom Application Support Centre of Excellence team to ensure their self-sufficiency post-service. The SaaS solution support will follow a model where the Service Provider oversees Networking to Middleware layer responsibilities. The support model and

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costing must include allocation of professional service hours (as stipulated in the pricing schedule) that Eskom can utilise at any time within the 5-year period after implementation.

All support will be managed through Eskom's internal ticket management system to ensure streamlined issue tracking and resolution. This approach will apply during the years of post-implementation support and will continue thereafter for the duration of the overall usage contract, covering all levels of support. It is also expected that all system monitoring activities will be integrated with Eskom's monitoring systems to ensure end to end visibility of application availability.

Bidders are required to provide a support proposal that explains how they will meet the specified requirements.

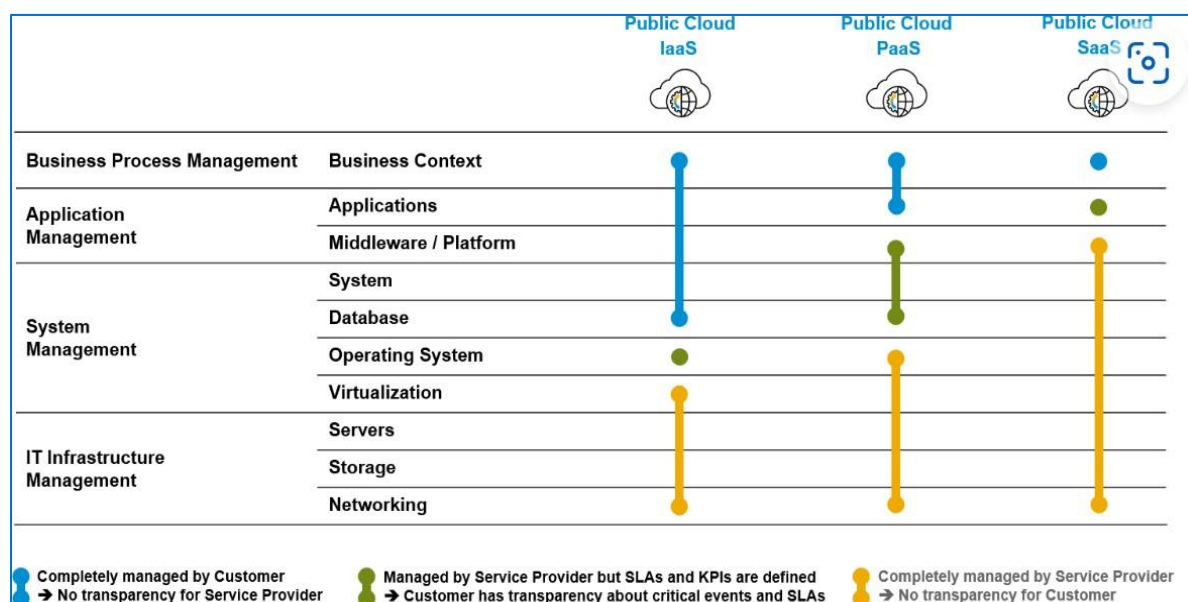


Figure 9 Eskom Best Practice eProcurement Solution Support model to be adopted.

The following support quality standards must be included and costed for in the proposed support model:

Priority	Mean time to Respond (mins)	Mean time to Resolve (hrs.)	Target %
P1	15	4	100
P2	15	6	99
P3	30	8	99
P4	30	16	99

Table 4 Service Performance Management Support Requirement

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The support must include the following:

Escalation level	Eskom	Supplier
First level	Application Support Manager	Operations Manager
Second level	Middle Manager Solution Support	Senior Manager
Third level	Senior Manager	Managing director

Table 5 *Escalation Procedure*

Appendix C contains a sample Service Level Agreement outlining Eskom's support and maintenance standards. Bidders should use this document and all appendices when preparing a response.

3.12. IT Standards

The tenderer is to ensure adherence to Eskom architectural standards as far as possible and where applicable. The following base ICT standards apply – refer to especially the grey shaded standards below:

Integration	End interface points, whether consuming or providing, needs to be done in a secure fashion. Eskom standard is Oracle Fusion and IBM DataPower Gateway underlying the present Enterprise Integration Platform/ Service Bus.
Authentication	- MS Active Directory - Azure AD
Server virtualisation	It is expected that the solution should be able to run in a virtualised environment. Clear motivation and reasons will have to be provided where it is not possible. Current Standards of on-premises environment: - VMware vSphere 7 or higher, - PowerVM (RISC) (only exceptional cases shall be supported).
Storage virtualization	Ability to be hosted behind an SVC.
Database	- MS SQL 2022 or higher - IBM DB@ V11.5 or higher - Others, any DB not listed above will be treated as an exception
Server OS	- Microsoft Windows Server 2022 64bit - SuSe Linux SLES 15 - AIX 7
Client OS	Windows 10 or higher
Browser	- MS Edge - Mozilla FireFox V60 or higher - Others (will be treated as exceptions)
Load Balancer (ADM)	F5 Viprion
Backup	NetBackup
Communication Protocol	TCP/IP

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Desktop/Laptop specifications	Provide the minimum applicable specifications for a user desktop or laptop
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Table 6 Group Technology's standards.

3.13. Safety

The tenderer's resources are expected to work on site at prescribed Eskom's offices. Therefore, the resources will be required to consult with the Group Technology Occupational Health and Safety (OHS) Practitioner to adhere to Safety, Health, and Environmental (SHE) requirements which are mandatory. The tenderer is required to comply to the Occupational Health & Safety Act 85 of 1993 and Regulations applicable to the scope of work, as well as the Eskom SHEQ Policy and SHE Procedures.

4. Out of Scope

This enquiry excluded functionality for the following:

- Contract Management (excluding contract administration and establishment which is in scope).
- Contract Price Adjustment
- Wave 3: Integrated Demand Planning
- Wave 4: Shipping and Haulage
- Wave 5: Commodity market price scanning for real-time commodity prices

Eskom is likely to manage contract establishment, administration, supplier performance, and risk management outside of the Digital Procurement Program scope for all contracts except for the SDL&I functionality which is required in this enquiry. Thus, it is crucial to note that although Eskom's request propels for Contract Administration and Establishment as part of this enquiry, it reserves the right not to opt for this at a later stage.

The scope of the enquiry does not imply total overhaul of Eskom's technology infrastructure. While the aim is to move towards cloud-based solutions, certain legacy systems and on-premises solutions may still be in use. The transition to a fully cloud-based environment will be gradual and aligned with Eskom's broader technology strategy.

Lastly and most importantly, Eskom seeks a SaaS solution to be configured to meet business and technical requirements. Any customisation of the solution, i.e. source code changes to the solution, is out of scope of this tender.

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5. Appendix A – Technical Evaluation Criteria

The Technical Evaluation Criteria is included with the Request for Proposal (RFP) and forms part of the requirements. Refer to the attached document for details.

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6. Appendix B – Group IT Integration Design Requirements

The Group IT Integration Design Requirements is included with the Request for Proposal (RFP) and forms part of the requirements. Refer to the attached document for details.

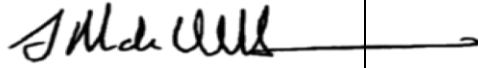
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7. Appendix C – Sample Eskom Service Level Agreement

The Eskom sample Service Level agreement is included with the Request for Proposal (RFP) and forms part of the requirements. Refer to the attached document for details.

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8. Approvals

Chief Technology & Information Officer	Name:	Len de Villiers
	Designation:	Chief Technology and Information Officer
	Date:	3 October 2025
	Signature:	
Corporate Services Group Executive	Name:	Portia Mngomezulu
	Designation:	Corporate Services Group Executive
	Date:	06/10/2025
	Signature:	
General Manager: Procurement & Supply Chain Management	Name:	Mpho Dire
	Designation:	General Manager: P&SCM (Acting)
	Date:	06/10/2025
	Signature:	
Vendor Maste Data Management Senior Manager	Name:	Rajen John
	Designation:	Senior Manager: Service Delivery Acting GM: SS
	Date:	06/10/2025
	Signature:	
Group Technology Senior Manager: Business Solutions Development Services	Name:	Anthenia Phuku
	Designation:	Senior Manager: BSDS
	Date:	02/10/2025
	Signature:	

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Group Technology Employer's Agent	Name:	Collen Chauke
	Designation:	Project Manager
	Date:	02/10/2025
	Signature:	