



APPENDIX B-1 (SERVICE SPECIFICATION) CROSS FUNCTIONAL SERVICES (“CFS”)

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1. Introduction

Eskom Group Technology has undergone a significant transformation in its Information Technology and Communication environment, transitioning from traditional infrastructure to a Hybrid IT model. This strategic shift enables Eskom to leverage the flexibility, scalability, and innovation of cloud services while maintaining critical on-premises capabilities.

In this evolved landscape, Eskom requires a Cross-Functional Services Supplier to serve as a central integrator and coordinator across its diverse IT service ecosystem. This role is aligned to a Service Integration and Management (SIAM) model, which provides the governance framework necessary to effectively manage multiple internal and external service providers within a hybrid, multi-supplier environment. The supplier will be responsible for ensuring seamless service delivery, operational alignment, and strategic integration among various stakeholders, including cloud vendors and Eskom subsidiaries.

The Cross-Functional Services Supplier will play a pivotal role in enabling the SIAM operating model through the orchestration of services, management of end-to-end service performance, and facilitation of effective collaboration across all providers. This includes managing service transitions, driving technology transformation, aligning service levels, and maintaining consistent performance across all ICT services. This Scope of Work defines the supplier's responsibilities in supporting Eskom's digital objectives, enhancing service quality, and ensuring operational resilience in a complex, integrated service environment.

2. Supporting Clauses

2.1 Scope

The Cross-Functional Supplier will be accountable for the coordination, integration, and orchestration of ICT systems and services across Eskom (Including OT), internal and external Eskom suppliers, including Eskom subsidiaries. This includes ensuring seamless interoperability between Supplier-Provided Software (tools) and Eskom-Provided Software/tools, as well as tools provided by other Eskom suppliers.

The supplier will play a pivotal role in enabling end-to-end service integration, ensuring consistent service delivery, governance, and performance across the IT landscape. The main services include:

- 1. Transition Management of Cross-Functional Services**

Oversight and execution of onboarding, offboarding, and service handovers for cross-functional capabilities.

- 2. Transition Management of Other Eskom Supplier Services**

Lead and coordinate transition and onboarding of other Eskom Suppliers, ensuring service readiness and integration.

3. **Technology Transformation Management**
Planning and execution of technology upgrades, migrations, and innovation initiatives across service domains.
4. **Service Catalogue Management**
Maintenance and governance of a unified service catalogue across all suppliers and Eskom service domains.
5. **Capacity, Performance, and Availability Management**
Monitoring and optimization of IT resources to ensure service reliability and scalability.
6. **Service Asset and Configuration Management (SACM)**
Management and governance of configuration data and asset lifecycle using Eskom-approved and provided ITSM/CMDB tooling.
7. **Knowledge Management Services**
Centralized knowledge base management to support incident resolution, training, and continuous improvement.
8. **High-Priority Incident Management**
Rapid response and coordination for high-priority incidents, ensuring minimal business disruption.
9. **Problem Management and Root Cause Analysis**
Proactive identification and resolution of recurring issues, with a focus on long-term stability.
10. **Service Level Monitoring and Reporting**
Monitoring and reporting of SLA performance across Eskom IT Suppliers, including oversight of service level achievements, breaches, and coordination of service improvement.
11. **Operational and Management Reporting Services**
Generation of performance, compliance, and operational reports for governance and decision-making.
12. **Customer Satisfaction Management**
Measurement and improvement of end-user satisfaction through surveys, feedback loops, and service enhancements.
13. **Integration and Process Alignment Services**
Harmonisation of processes, tools, and data flows across all service providers to ensure seamless service delivery.

2.1.1 Purpose

This document specifies all requirements which the **Supplier** will perform in the provision of Cross-Functional Services.

2.2 Definitions

Term	Definition and Explanation
Call Logging System (ITSM)	The system that enables the logging of calls. A Call Logging System in the context of IT Service Management (ITSM) is a software tool or platform used to record, track, and manage IT-related incidents, service requests, and other interactions between users and the IT support team.
Closure of ticket	A ticket was not re-opened within five (5) Business Days of resolution A service ticket is considered closed if it has not been re-opened within five (5) Business Days following resolution.
Configuration Relationship	A link between configurations items (CIs) that identifies a dependency or connection between them. A Configuration Relationship refers to a formally defined association between two or more Configuration Items (CIs) within the Configuration Management System (CMS).
Disaster Recovery	Disaster Recovery refers to the set of coordinated policies, procedures, and technical measures designed to enable the restoration of critical IT systems, infrastructure, and services following a disruptive event.
End-User	Any member of the Eskom Personnel and/or Service Recipients who receives Services.
Eskom Incident Management War Room	A facility at an Eskom site or online where a cross functional team convenes to focus on the resolution of high-priority incidents. It serves as a centralized command and coordination centre where a cross-functional team of technical and operational experts convenes to assess, manage, and resolve critical incidents that pose a significant risk to business continuity or service delivery.
Eskom Service Supplier	Any entity, other than the Service Provider, that provides services to Eskom. This may include third-party vendors or internal Eskom departments.
Exclusions and Inclusions List	The list contained in section 5 below. A detailed list of services and items that are included or excluded from the scope, as outlined in this document.
Known Error Database	A database that describes all of the known issues within the overall systems. It describes the situations in which these

Term	Definition and Explanation
	issues appear, and when possible, it offers a workaround that will get the user around the problem and back to productive work.
Percentage of satisfied End-Users	This will be determined from the responses to an End-User satisfaction survey that the End-Users are requested to complete after their tickets have been resolved.
Service Improvement Plan (SIP)	A formal action plan aimed at implementing improvements to process or IT services. All improvement actions and plans are documented and agreed with Eskom and Eskom Suppliers. SIPs are used to manage the progress of agreed improvement actions.

2.3 Abbreviations

Abbreviation	Explanation
CI	Configuration Item
CMP	Cloud Management Platform
CSI	Continuous Service Improvement
IaaS	Infrastructure as a Service
ITIL	IT Infrastructure Library
LMS	License Management System
MSA	Master Service Agreement
OEM	Original Equipment Manufacturer
PaaS	Platform as a Service
RFP	Request For Proposal
SaaS	Software as a Service
SAM	Software Asset Management
SIAM	Service Integration and Management
SIP	Service Improvement Plan
SLA	Service Level Agreement

2.4 Roles and Responsibilities of Eskom, Cross Functional Services and other Eskom Suppliers

Refer to Appendix A.

2.5 Measurement Period

As defined in the Master Service Agreement (MSA)

3. Scope of the Cross Functional Services

3.1 Transition Management of Cross Functional Service

This service encompasses the structured planning, coordination, and execution of the Transition Project for Cross-Functional Services. The objective is to ensure a seamless and controlled transition from the current state to the fully operational delivery of Cross-Functional Services, in alignment with Eskom's strategic, operational, and compliance requirements.

The Supplier will undertake the following main activities:

- Lead and coordinate the execution of all Supplier responsibilities related to the transition of Cross-Functional Services.
- Collaborate with the Service Recipient to jointly manage the transition through a structured and integrated Transition Plan, aligned with project management best practices.
- The Transition Services shall commence 90 (ninety) calendar days prior to the Service Commencement Date and, unless otherwise agreed in writing by Eskom, shall not exceed 90 (ninety) calendar days post Service Commencement Date.
- Provide end-to-end project management of the Cross-Functional Services transition, including planning, execution, monitoring, and reporting.
- Apply recognized project management methodologies (e.g., PRINCE2, PMBOK) to ensure delivery within scope, time, and quality constraints.
- Ensure the integration of all relevant processes, systems, and tools required to support the delivery of Cross-Functional Services as defined in the overall service scope.
- Facilitate interoperability between Eskom-provided tools, Supplier-provided tools, and tools from other Eskom Suppliers.
- Identify, assess, and document potential risks associated with the transition.
- Develop and implement appropriate risk mitigation and contingency plans to minimize impact on service continuity and quality.
- Establish and maintain regular communication with all relevant stakeholders, including Eskom, other Suppliers, and internal teams.
- Provide timely updates on transition progress, risks, issues, and dependencies through structured reporting and governance forums.

3.2 Transition Management of other Eskom Suppliers

This service encompasses the planning, coordination, onboarding, and management of transition activities for other Eskom Suppliers. The objective is to ensure a seamless and coordinated transition of services from incumbent or new suppliers into Eskom's IT environment, with minimal disruption to operations and in alignment with Eskom's strategic service delivery goals.

The Supplier shall be responsible for the following key activities:

- Develop and maintain a consolidated Transition and Onboarding Plan that integrates individual plans from all new Eskom IT Suppliers, including agreed milestones, dependencies, and acceptance criteria.
- Provide end-to-end project management of transition and onboarding activities in accordance with recognised project management methodologies (e.g. PMBOK, PRINCE2), ensuring alignment of timelines and dependencies across suppliers.
- Govern the onboarding of new Eskom Suppliers, ensuring operational, technical, and contractual readiness for service commencement.
- Facilitate alignment of supplier operating models, roles, and responsibilities (RACI), and integrate supplier services with Eskom service management processes, governance forums, escalation paths, tools, and reporting mechanisms.
- Manage and coordinate the transfer of service responsibilities, including any required migration to Cloud Services, while ensuring minimal disruption to Eskom operations.
- Validate supplier compliance with Eskom security, regulatory, and access requirements prior to and during service onboarding.
- Coordinate knowledge transfer and documentation handover from incumbent suppliers or internal teams to ensure service continuity.
- Identify, assess, and manage transition-related risks, implementing appropriate mitigation actions to protect service continuity and quality.
- Maintain structured communication and reporting throughout the transition lifecycle, including regular status updates, issue resolution, stakeholder engagement, and formal transition and onboarding completion sign-off by Eskom.

3.3 Technology Transformation Management of Cross Functional Service

This service includes activities for the planning, coordination and management of Technology Transformation projects for Cross Functional Services. The Supplier will undertake the following main activities:

- Develop a comprehensive Technology Transformation Plan for the Supplier's own Cross-Functional Services.
- The plan shall outline transformation objectives, timelines, dependencies, resource requirements, and measurable outcomes.
- Ensure alignment with Eskom's enterprise architecture, digital strategy, and transformation roadmap.
- Provide full-spectrum project management of the transformation initiative, applying recognized methodologies (e.g., PMBOK, PRINCE2, Agile).
- Ensure effective planning, execution, monitoring, and control of transformation activities.
- Track progress against milestones and report regularly to Eskom and relevant stakeholders.
- Coordinate the execution of all transformation-related tasks across the Cross-Functional Services domain.
- Ensure integration of new technologies, tools, and platforms into the existing service environment with minimal disruption.
- Facilitate change enablement, including stakeholder engagement, training, and knowledge transfer.

3.4 Service Catalogue Management

This service includes the activities to provide and maintain accurate information on all IT services that are provided by Eskom and other Eskom Suppliers.

This service encompasses the design, implementation, and ongoing management of a centralized Service Catalogue that provides accurate, accessible, and up-to-date information on all IT services offered by Eskom and its Suppliers. The objective is to ensure transparency, consistency, and ease of access to service offerings across the IT environment.

The Supplier will undertake the following main activities:

- Use Eskom provided system (tool) to design and manage a comprehensive catalogue of services and service packages offered by Eskom and its Suppliers.
- Define and document the interfaces, dependencies, and relationships between services, supporting components, and configuration items (CIs).
- Ensure alignment with the Eskom and other relevant repositories.
- Link each service entry in the catalogue to its corresponding Service Level Agreement (SLA), ensuring visibility of performance commitments and expectations.

3.5 Service Capacity, Performance and Availability Management

This service encompasses the proactive and reactive management, monitoring, and reporting of the capacity, performance, and availability of all IT services and infrastructure components within Eskom's IT environment. The objective is to ensure optimal service delivery, early detection of potential issues, and alignment with agreed service levels.

The Supplier shall be responsible for the following key activities:

- Provide an enterprise-grade Capacity monitoring and reporting tool as a service, capable of tracking capacity, performance, and availability across all IT services.
- Collaborate with Eskom's Capacity Management, Service Management, and Monitoring teams to define automated thresholds for alert generation.
- Produce and maintain an up-to-date Availability Plan.
- Develop and maintain Capacity Plans for all Eskom applications and IT services.
- Assess changes for their impact on the Capacity Plan, Availability Plan, and associated services and resources.
- Continuously monitor service thresholds, analyse historical and real-time performance trends, and refine parameters to ensure early detection of issues.
- Integrate monitoring insights into regular reports, document all threshold changes, and provide justification and impact analysis.
- Ensure service performance is measured against SLAs and take proactive/reactive actions to maintain service levels.
- Use automated thresholds to identify potential breaches and implement cost-effective remedial actions via the Change Management Process.
- Conduct manual reviews, provide expert guidance, and assist in diagnosing and resolving related incidents and problems.
- Identify and coordinate performance tuning activities and perform historical data analysis.
- Provide monthly reports covering:

- Service and component capacity/performance vs. thresholds and forecasts
- Capacity- and availability-related incidents and problems
- Outstanding capacity improvements
- Trend analysis and service optimization insights
- Consolidated metrics across servers, networks, databases, storage, backups, and collaboration tools
- Deliver targeted reporting services for capacity and availability across the following key domains:
 - **Data Centre Reporting** (Including Server rooms) (Current power and cooling utilization levels; Space utilization within the Data Centre and Server rooms; Performance metrics of Data Centre infrastructure (e.g., servers, racks, and environmental controls); Incident and problem report specific to Data Centre and Server room operations)
 - **Networks Operations Reporting** (Bandwidth utilization and trends; Network latency and response times; Incident and problem reports related to network operations; Trends in network traffic and capacity forecasting)
 - **End User Services Reporting** (Usage statistics for applications and services utilized by end-users; User satisfaction metrics and service level agreement (SLA) compliance; Incidents and problems related to user services; Analysis of service adoption and performance trends)
 - **Asset Management Reporting** (Status and lifecycle management of hardware and software assets; Utilisation trends and forecasts for critical assets; Incident reports related to asset performance issues and failures)
 - **Service Performance Management Reporting** (KPI tracking against established service levels; Historical performance trends and forecasts for service optimisation; Reports on incidents impacting service levels and availability)

3.6 Service Asset and Configuration Management

This service encompasses the planning, implementation, and ongoing management of all activities required to ensure that the IT assets and Configuration Items (CIs) necessary for the delivery of ICT services are properly identified, controlled, and maintained throughout their lifecycle. The objective is to provide accurate and reliable configuration information to support effective decision-making, service delivery, and governance across Eskom's IT environment.

The supplier will undertake the following main activities:

- Use, operate, and administer Eskom-approved and supplied Configuration Management capabilities (CMDB/CMS) including managing data quality, governance, and process controls.
- Ensure all IT assets under Eskom's control are properly identified, tracked, and managed throughout their lifecycle.

- Utilise automation to identify, control, record, report, audit, and verify services and other CIs, including versions, baselines, components, attributes, and relationships.
- Define and implement processes and controls for Eskom and its suppliers to provide accurate and timely updates to the CMS.
- Verify the accuracy of data received from Eskom service providers, ensuring only validated and correct information is uploaded to the CMS.
- Support Eskom in accounting for, managing, and protecting the integrity of CIs throughout the service lifecycle.
- Collaborate with Change Management to ensure only authorised components are used and only authorized changes are implemented.
- Maintain accurate configuration information on the historical, planned, and current state of services and CIs.
- Provide accurate configuration data to support service management processes such as change authorisation, incident resolution, and contract management.
- Conduct regular audits and reviews of the CMS to ensure data accuracy and compliance with Eskom's policies and standards.
- Provide training and support to Eskom staff and suppliers on the use of the CMS and related processes.
- Develop and maintain comprehensive documentation for all Service Asset and Configuration Management processes and procedures.
- Collaborate with other ITSM processes to ensure seamless integration and data consistency across the IT environment.
- Ensure the CMS has the capability to store and retain historical records of CIs for a defined period, in alignment with Eskom's data governance and regulatory compliance policies.

3.7 Knowledge Management Services

The purpose of this service is to enable the effective collection, organization, sharing, and utilization of knowledge, information, and data across Eskom and its Suppliers. The objective is to ensure that relevant insights, experiences, and documentation are available at the right time and place to support decision-making, improve service delivery, and enhance operational efficiency particularly by reducing the need to rediscover known solutions.

The Supplier will undertake the following main activities:

- Use and administer Eskom's Service Knowledge Management capabilities (Knowledge Base, Document Repository, KEDB) including governance, content lifecycle, quality control, and adoption.
- Gather, analyse, store, share, and maintain knowledge, information, and data across Eskom and its Suppliers.

- Regularly input validated data into the SKMS to ensure currency and relevance.
- Provide controlled access to knowledge assets based on user roles and responsibilities, ensuring appropriate visibility for Eskom End Users and Service Providers.
- Define and implement processes and controls for Eskom and its Suppliers to contribute and update knowledge content.
- Ensure consistency and accuracy of data across all contributors.
- Implement role-based access control to restrict access to sensitive information.
- Maintain audit trails for all access and modifications to support compliance and traceability.
- Establish clear guidelines and procedures for data submission, validation, and updates.
- Regularly review and refine knowledge management processes to ensure alignment with Eskom's strategic and operational goals.
- Ensure the SKMS is scalable to accommodate growing data volumes and user bases.
- Conduct regular security audits and vulnerability assessments.
- Ensure full compliance with applicable data protection regulations, including the Protection of Personal Information Act (POPIA).

3.8 Priority Incident Management

A high-priority incident is an unplanned interruption to an IT service, a reduction in service quality, or a failure of a Configuration Item (CI) that has the potential to impact services significantly.

The priority of an incident is determined by assessing both its impact (the extent of disruption to business operations) and urgency (how quickly a resolution is required).

All high-priority incidents must be managed in accordance with Eskom's Priority Incident Management Standard to ensure timely resolution and minimize business disruption.

The objective of this service is to ensure the rapid, coordinated, and effective resolution of high-priority incidents to minimize business disruption and restore normal service operations as soon as possible.

The Supplier shall be responsible for the following key activities related to high-priority incidents:

- Collaborate with Eskom to define the incident prioritization process and communicate it to all Eskom suppliers.
- Define and document the escalation procedure for high-priority incidents and ensure it is communicated to all relevant stakeholders.
- Collaborate with Eskom Service Management to define the process for escalating incidents to War Room status.
- Coordinate and facilitate the Eskom Incident War Room during major incidents.

- Enhance visibility of high-priority incidents and communicate progress on service restoration in real time.
- Jointly assess and validate potential high-priority incidents with Eskom and other service providers.
- Coordinate resolution activities to ensure restoration of service within contracted SLA targets or sooner.
- Facilitate integration with the Change Management process for urgent or emergency changes required to restore service.
- After resolution of any high-priority incident, the supplier must conduct a Post-Incident Review (PIR) meeting involving relevant stakeholders. This review should:
 - Assess the incident response: Timeliness, effectiveness, and communication.
 - Identify root causes and contributing factors.
 - Highlight any gaps in process, tools, or coordination.
 - Document lessons learned and recommended preventive actions.
 - Share findings with Eskom and other impacted parties.
 - Develop and maintain a standardised incident report template and procedure.
- Populate/update Eskom's Knowledge Base and Known Error Database (KEDB) with lessons learned from high-priority incidents.
- Provide relevant information to the Problem Manager to support root cause analysis and long-term resolution.
- Deliver a comprehensive incident report within 24 hours of incident resolution.
- Conduct regular reviews and audits of the Priority Incident Management process to ensure compliance and identify improvement opportunities.
- Provide training and support to Eskom staff and suppliers on incident management processes and tools.
- Develop and maintain comprehensive documentation for all Priority Incident Management procedures.
- Establish a feedback loop with Eskom and its suppliers to drive continuous improvement based on lessons learned and industry best practices.
- Ensure that all service personnel involved in Priority Incident Management are:
 - Familiar with Eskom's systems, escalation procedures, and incident classification criteria.
 - Equipped with best practices and historical insights to improve response effectiveness.
 - Provided with ongoing guidance and support to accurately identify, validate, and manage priority incidents.
- Encouraged to collaborate and share knowledge across teams to enhance incident handling capabilities.

3.9 Problem Management and Root Cause Analysis

The Supplier will undertake the following main activities in relation to high-priority incidents:

Problem Management aims to minimise the adverse impact of incidents and problems on the business and prevent the recurrence of incidents by identifying the root cause of incidents, documenting known errors, and initiating corrective actions to eliminate or mitigate future disruptions.

The Supplier shall be responsible for the following key activities, particularly in relation to high-priority incidents, in alignment with Eskom's Problem Management standards and governance processes:

- Collaborate with Eskom Service Management to define the root cause analysis (RCA) process and communicate it to all Eskom suppliers.
- Conduct regular reviews and audits of the Problem Management process to ensure continuous improvement and compliance with Eskom's policies and standards.
- Develop and maintain comprehensive documentation for all Problem Management processes and procedures.
- Coordinate the diagnosis of root causes and determine appropriate resolutions for identified problems.
- Perform trend analysis of incidents to proactively identify underlying problems and generate problem tickets.
- Respond to problem notifications logged by the service recipients.
- Maintain accurate records of problems, workarounds, and resolutions in Eskom's Knowledge Management capability and Known Error Database (KEDB)
- Log and manage proactive problem tickets in the KMS and KEDB, prioritizing based on service criticality.
- Document and facilitate sign-off of Root Cause Analysis (RCA) reports for high-priority and ad hoc non-high-priority incidents.
- Monitor and support the resolution of service escalations raised by Eskom or its suppliers through appropriate governance channels.
- Facilitate integration with the Change Management process where problem resolution requires changes to infrastructure, applications, or services.
- Provide training and support to Eskom staff and suppliers on Problem Management tools and processes.
- Collaborate with other ITSM processes (e.g., Incident, Change, Configuration Management) to ensure seamless integration and data consistency across the IT environment.

3.10 Service Level Monitoring and Reporting Services

This service encompasses the governance, coordination, monitoring, analysis, and reporting of service delivery performance across Eskom IT Suppliers, in alignment with contracted Service Level Agreements (SLAs), Operational Level Agreements (OLAs), and underpinning contracts.

The objective of this service is to provide Eskom with independent and integrated oversight of service level achievements, breaches, trends, and improvement initiatives within a multi-supplier (SIAM) environment.

This service focuses on service level governance and performance assurance, and operates in collaboration with Eskom Service Management, the Service Desk Supplier, and other Eskom Suppliers, using Eskom-approved and provided tools and data sources.

The Supplier shall undertake the following main activities:

- Support and assist Eskom in managing service level achievements and breaches across Eskom IT Suppliers.
- Facilitate regular service level review sessions with Eskom and Eskom Suppliers to assess performance against agreed targets.
- Ensure consistent interpretation and application of SLA metrics, targets, and measurement methodologies across suppliers.
- Provide an end-to-end view of service performance, including cross-supplier dependencies and shared service impacts.
- Monitor service delivery performance using inputs from the Service Desk Supplier, monitoring platforms, and other Eskom-approved data sources.
- Validate, consolidate, and report on service level achievements, breaches, recurring issues, and performance trends.
- Produce regular (monthly and ad hoc) SLA performance reports for Eskom governance and management forums.
- Identify systemic performance risks and recurring breaches impacting overall service delivery.
- Identify service improvement opportunities arising from SLA performance analysis, trends, and breach patterns.
- Establish, maintain, and govern a Continuous Service Improvement (CSI) Register covering Eskom IT Suppliers.
- Ensure all improvement initiatives are clearly defined, measurable, and aligned with agreed service outcomes.
- In collaboration with Eskom Service Management, review, prioritise, and agree on CSI initiatives.
- Instigate and coordinate Service Improvement Plans (SIPs) with Eskom Suppliers to address service level breaches and systemic issues.

- Track, monitor, and report on SIP progress, effectiveness, and impact on service performance and customer satisfaction.
- Escalate overdue or ineffective SIPs through Eskom's defined governance structures.
- Provide input into the periodic review and revision of SLAs and OLAs.
- Support Eskom in identifying SLA gaps, misalignments, overlaps, or ineffective metrics.
- Recommend improvements to service level targets based on historical performance, business requirements, and industry best practice.
- Develop and maintain Service Level Monitoring Dashboards
- Provide an "at-a-glance" view of performance against SLA targets across services and suppliers.
- Enable drill-down views by service, supplier, business unit, and time period to support operational, tactical, and executive decision-making.

3.11 Operational and Management Reporting Services

This service encompasses the coordination, development, consolidation, and delivery of operational and management information reports across all Eskom IT Suppliers.

The objective is to provide Eskom with accurate, timely, and consistent insights into operational performance, service health, risks, and trends, to support effective decision-making and governance.

The Supplier shall be responsible for the following key activities:

- Collaborate with Eskom Service Management to define and standardize the format and structure of all reports to be delivered by Eskom support teams and suppliers.
- Retrieve, collate, distribute, and publish all reports
- Identify opportunities for reporting improvements or additional reports required to enhance service delivery.
- Implement automated reporting to streamline report generation, reduce manual effort, and improve accuracy.
- Conduct regular reviews and audits of reporting processes to ensure alignment with Eskom's standards and drive continuous improvement.
- Provide training and support to Eskom staff and suppliers on the use of reporting tools and interpretation of reports.
- Develop and maintain documentation for all reporting processes and procedures.
- Establish a feedback loop with Eskom and its suppliers to refine reporting practices based on user input and industry best practices.
- Ensure data integrity, confidentiality, and security in all reporting activities, in compliance with Eskom's data governance and protection standards.

3.12 Customer Satisfaction Management

This service encompasses the design, implementation, and continuous improvement of a structured process to measure, analyse, and enhance customer satisfaction across Eskom suppliers. The objective is to ensure that customer feedback is systematically captured, evaluated, and used to drive service excellence and alignment with Eskom's strategic goals.

The Supplier shall be responsible for the following key activities:

- Execute Customer Satisfaction Surveys targeting an agreed audience, including Eskom end-users and stakeholders.
- Review and validate survey results to ensure data integrity and relevance.
- Implement a continuous feedback loop to gather real-time insights and promptly address customer concerns.
- Analyse results from the annual Customer Satisfaction Survey to Identify service improvement opportunities, recommend changes to service targets or propose new services based on customer needs
- Consolidate Service Improvement Plans (SIPs) from Eskom suppliers to address identified gaps and enhance satisfaction levels.
- Provide feedback to the service recipient on actions taken to improve customer satisfaction.
- Develop and maintain a Customer Satisfaction Management Framework, including guidelines for survey design and execution, Processes for feedback analysis and reporting, Tools for tracking and managing improvement actions
- Establish a Customer Satisfaction Committee to oversee implementation of improvement plans and ensure alignment with Eskom's strategic objectives.
- Utilise reporting tools to gain deeper insights into customer satisfaction trends and patterns.
- Share best practices and success stories across Eskom and its suppliers to foster a culture of continuous improvement and customer-centricity.

3.13 Integration and Process Alignment Service

This service encompasses the design, coordination, and alignment of cross-functional processes across all IT services and suppliers within Eskom's IT environment. The objective is to ensure seamless integration of operations, service levels, and tools, manage change impacts across services, promote standardized practices, and act as a governance and coordination layer between Eskom and its IT service providers.

The Supplier shall be responsible for the following key activities:

- Ensure all processes are aligned with ITIL best practices and Eskom's internal governance frameworks.

- Facilitate process definition and refinement workshops with Eskom and relevant stakeholders to ensure shared understanding and alignment.
- Coordinate integration of key operational tools, including but not limited to Eskom's ITSM/CMDB; Monitoring platforms; Service Desk systems; License Management tools; Cloud Management platforms.
- Coordinate data flows and process interfaces between Eskom and its suppliers to ensure interoperability and consistency.
- Maintain a central integration architecture and an up-to-date interface catalogue documenting all system and process interconnections.
- Assess and coordinate the impact of changes across services and suppliers to prevent unintended disruptions.
- Ensure that changes in one service do not negatively affect other services or suppliers.
- Maintain a change impact matrix and dependency map to support proactive risk management and decision-making.
- Collaborate with Eskom Service Management to identify cross-service improvement opportunities.
- Coordinate changes to the RACI matrix that clearly defines roles and responsibilities across Eskom and IT Suppliers post transition.
- Identify and resolve SLA conflicts, misalignments, and gaps in collaboration with Eskom Service Management.

4. Service Level Requirements

For each individual service item described in this document (Sections 3.1 to 3.13), Eskom has established a structured set of Service Level Requirements (SLRs) to ensure consistent performance, accountability, and quality of service delivery across all suppliers.

All service items will be monitored during their respective Measurement Periods as outlined in Schedule C: Performance Standards. Performance data will be collected, analysed, and reported to ensure compliance with the defined service levels and to support continuous improvement initiatives.

5. Exclusions and Inclusions List

5.1 Exclusions

This section outlines the specific activities that are excluded from the scope of Cross-Functional Services required by Eskom. All standard Cross-Functional Service-related activities not explicitly listed below shall be deemed included in the scope of services to be delivered by the Supplier.

The following activities are excluded:

- Creation and ongoing maintenance of Eskom's Disaster Recovery Plans.
- Coordination of Disaster Recovery testing activities.
- Procurement of hardware, software, and licenses, except where explicitly stated within the defined scope of services.
- Architecture planning and analysis activities performed by Eskom's internal architecture teams.

5.2 Inclusions

To enable the effective delivery of Cross-Functional Services, the Supplier is required to provide the following support and collaboration to Eskom and the designated Cross-Functional Service Provider. These activities are considered included within the scope of services and are essential for ensuring integrated, high-quality service delivery across Eskom's IT environment.

5.2.1 Service Level Monitoring and Reporting

- Support the monitoring and reporting of service delivery performance, including service level achievements and breaches.
- Contribute to the periodic review and revision of SLAs and OLAs.
- Identify and propose service improvements, maintain a Continuous Service Improvement (CSI) register.
- Support the development and execution of Service Improvement Plans (SIPs) and provide regular updates on progress.

5.2.2 Knowledge Management

- Contribute to the collection, analysis, storage, and sharing of knowledge, information, and data across all Eskom Suppliers.
- Regularly update the Knowledge Management System (KMS) with relevant data, including known errors, workarounds, and resolutions.
- Provide controlled access to knowledge assets as appropriate for Eskom and other Service Providers.
- Adhere to defined processes and controls for updating the Service Knowledge Management System (SKMS).

5.2.3 Change and Release Management

- Collaborate with Eskom to assess, coordinate, and communicate changes and releases that may impact other services or suppliers.
- Provide timely and complete information required for change impact assessments, release planning, and post-implementation reviews.

- Participate in integrated change and release planning sessions to ensure alignment across services.
- Support the identification and mitigation of risks associated with changes and releases.
- Ensure that all changes and releases are documented and communicated in accordance with Eskom's change and release management policies.

5.2.4 Reporting and Analytics

- Deliver on periodic reports and ad hoc reports, including but not limited to:
- SLA compliance reports
- Operational performance reports
- Business-aligned reporting with drill-down capabilities (e.g., by division, cluster)
- High-priority incident reports

5.2.5 Audit Support

- Cooperate with Eskom during internal and external audits.
- Provide requested documentation and evidence in a timely manner.

5.2.6 Information Security

- Report and support the investigation of information security incidents in accordance with Eskom's security policies.
- Provide input into security incident reviews and remediation plans.

5.2.7 Risk Management

- Identify and communicate risks that may impact Eskom.
- Support Eskom's risk mitigation and reporting processes.

5.2.8 Disaster Recovery and Business Continuity

- Participate in disaster recovery planning and testing exercises as required.
- Provide support during DR events to ensure continuity of integrated services.

5.2.9 RACI Alignment

- Provide input into the development and maintenance of RACI matrices that define roles and responsibilities across Eskom and all Service Providers.

- Ensure alignment of responsibilities for cross-functional processes and services.

5.2.10 Customer Satisfaction

- Support the implementation and comply to Eskom's customer satisfaction processes.
- Provide input into customer satisfaction surveys and feedback mechanisms.
- Collaborate on the development and execution of Service Improvement Plans based on customer feedback.
- Participate in customer satisfaction reviews and contribute to continuous improvement initiatives.

Appendix A

Cross Functional Service Provider – RACI

Refer to IT integrated RACI