

SCOPE OF WORK - CROSS FUNCTIONAL AND CLOUD SERVICES

**CORP 4178R -
Annexure L - Service
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1. Introduction

Eskom Group IT is in the process of transitioning from a traditional IT to a Hybrid IT organisation and has adopted a cloud first strategy that will consume cloud services from multiple suppliers.

Eskom requires the services of a Cross-Functional and Cloud **Supplier**, with a local presence that will be responsible for the integration and management of the relationship amongst Eskom and all **Eskom Suppliers** to effectively deliver services within the contracted Service Level Requirements.

The **Supplier** will be expected to perform the Cross Functional and Cloud Services integration role for the following services (including but not limited to) (Refer to Appendix A for an overview of the services)

- Service Desk and Monitoring (external);
- End User Services (internal and external);
- Server support (external) (migrating to IaaS);
- Networks Services - WAN (internal and external);
- Networks Services - DC LAN Management (internal)
- Networks Services - LAN Management (internal and external);
- Storage and Backup Services (internal) (migrating to IaaS);
- Database Support Services (internal);
- Data Centre Support Services (internal and external);
- Information Security Management Services (internal and external); and
- Application support (internal for applications deployed on IaaS and PaaS).

2. Supporting Clauses

2.1 Scope

The Cross-Functional and Cloud Services is the single point of contact for the Eskom retained organisation in the management of multiple ICT services, both internal and external.

The Cross-Functional and Cloud **Supplier** will be responsible for coordination and integration of systems and services for the delivery of ITC services across multiple internal and external **Eskom Suppliers**. The supplier will integrate all **Supplier-Provided Software** (tools) with **Eskom-Provided Software** (tools) / other **Eskom Supplier** provided software (tools). The main services include:

- Transition Management of Cross Functional and Cloud Services
- Transition Management of other **Eskom Supplier** 's services
- Transformation Management of Cross Functional and Cloud Services
- Transformation Management of other **Eskom Supplier** ' services
- Service Catalogue Management;
- Service Level Monitoring and Reporting;
- Service Asset and Configuration Management;
- Software License Management;
- Capacity, Performance and Availability Management and Reporting;
- Priority Incident Management;
- Problem Management and Root Cause Analysis;

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- Change and Release Management and Reporting;
- Documentation Management Services;
- Risk and Compliance Management;
- Knowledge Management Services;
- Operational and Management Reporting Services;
- Information Security Management Services;
- Customer Satisfaction Management; and
- Cloud Management Platform (CMP).

2.1.1 Purpose

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

2.2 Definitions

Call Logging System	The system that enables the logging of calls.
Closure	A ticket was not re-opened within five (5) Business Days of resolution; neither did End-User express dissatisfaction through an End-User satisfaction survey.
Configuration Relationship	A link between configurations items (CIs) that identifies a dependency or connection between them.
Disaster Recovery	Has the meaning described to it in Eskom's Disaster Recovery Policies and Procedures (as amended from time to time).
End-User	Any member of the Eskom Personnel and/or Service Recipients who receives Services.
Eskom Incident Management War Room	A facility at Eskom Megawatt Park or Eskom Academy of Learning (EAL) where a cross functional team convenes to focus on the resolution of high priority incidents.
Eskom Service Supplier	Any party other than the Supplier who renders services to Eskom, and can either be a Third Party Supplier or an internal Eskom Supplier.
Exclusions and Inclusions List	The list contained in section 5 below.
Known Error Database	A database that describes all of the known issues within the overall systems. It describes the situations in which these issues appear, and when possible, it offers a workaround that will get the user around the problem and back to

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	productive work.
Percentage of satisfied End-Users	<p>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.</p> <p>End-Users scoring 3 and above (on a 4 point scale) on the overall satisfaction question for Incidents and/or Service Requests resolved, will be deemed to be satisfied with the Service Level Performance.</p> <p>The questions to be included in the End-User satisfaction survey will be agreed between the Parties during contract finalisation and form a Transition Milestone.</p>
Service Improvement Plan (SIP)	<p>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.</p> <p>SIPs are used to manage the progress of agreed improvement actions.</p>
Service Knowledge Management System	<p>The Service Knowledge Management System (SKMS) is the central repository of the data, information and knowledge that the IT organization needs to manage the lifecycle of its services. Its purpose is to store, analyse and present the Supplier's data, information and knowledge. The SKMS is not necessarily a single system – in most cases it will be a federated system based on a variety of data sources.</p>

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 v3
LMS	License Management System
MSA	Master Service Agreement
OEM	Original Equipment Manufacturer
PaaS	Platform as a Service
RFP	Request For Proposal

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Abbreviation	Explanation
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 and Cloud Services Supplier and other Eskom Suppliers

Refer to Appendix B.

2.5 Measurement Period

As defined in the Master Service Agreement (MSA)

3. Scope of the Cross-Functional and Cloud Services

3.1 Transition Management of Cross Functional and Cloud Service

This service includes activities for the planning, coordination and management of a Transition project for Cross Functional and Cloud. The **Supplier** will undertake the following main activities:

- 3.1.1 Perform project management and coordination of the completion of all **Suppliers'** responsibilities as part of the **Transition Services** of Cross Functional and Cloud service. The **Supplier** and Service Recipient will jointly manage such completion of the Transition Services by means of a structured and integrated Transition plan. For avoidance the doubt, the Parties record that **Transition Services** will commence 90 (ninety) days prior to the **Service Commencement Date** and unless otherwise agreed by Eskom in writing will not exceed a period of 90 (ninety) days from the **Service Commencement Date**.
- 3.1.2 The **Supplier** will provide a comprehensive project management of Cross Functional and Cloud Service's transition according project management best practices.
- 3.1.3 The transition project will include all the integration of processes and systems (tools) necessary to fulfil the requirements of a Cross Functional and Cloud Services as per the scope defined in this document.

3.2 Transition Management of other Eskom Supplier' services

This service includes activities for the planning, coordination and management Transition projects for other **Eskom Supplier**. The **Supplier** will undertake the following main activities:

- 3.2.1 Create an integrated Transition plan based on the Transition plans submitted by all new Hybrid Cloud **Eskom Suppliers**, including its own plan.
- 3.2.2 Provide comprehensive project management according to project management best practices.
- 3.2.3 Manage and coordinate all Transition project activities. The objectives are:
 - 3.2.3.1 to reach a state of transferred Service responsibility, including migration to Cloud Services, with minimum operational disturbance to the Service Recipient, based on the provision of Services in accordance with the Transition Service Levels as define in the Schedule C Clause 3.1.3 of the MSA; and to ensure the new **Eskom Suppliers'** ability to deliver the Services contracted in terms of the Statements of Work.

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3.2.3.2 Ensure open communication amongst all the Parties during the Transition projects.

3.3 Transformation Management of Cross Functional and Cloud Service

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

- 3.3.1 Create a **Transformation Plan** for its own services.
- 3.3.2 Provide comprehensive project management according project management best practices.
- 3.3.3 Perform project management and coordination of the completion of Cross Functional and Cloud Service's **Transformation** by means of a structured Transformation plan.

3.4 Transformation Management of other Eskom Supplier 'services

This service includes activities for the planning, coordination and management of **Transformation** projects for other **Eskom Supplier**. The **Supplier** will undertake the following main activities:

- 3.4.1 Perform project management and coordination of the completion of other **Eskom Supplier's Transformation** by means of a structured Transformation plan.
- 3.4.2 Create a comprehensive list of all Transformation projects per **Eskom Supplier** - showing timelines, risks, dependencies and costs.
- 3.4.3 Create an **Integrated Transformation Plan** ensuring that individual **Transformation** initiatives of all the **Eskom Supplier** do not negatively impact each other and to ensure that interdependencies are identified and managed.
- 3.4.4 Provide comprehensive project management according project management best practices.
- 3.4.5 Ensure open communication amongst all **Eskom Supplier** during the **Transformation** projects.

3.5 Service Catalogue Management

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

The **Supplier** will undertake the following main activities:

- 3.5.1 Provide and develop a system (tool) to maintain a comprehensive catalogue of the definition of services and service packages on offer;
- 3.5.2 Define the interfaces and dependencies between all services and supporting components and configuration items;
- 3.5.3 Link the services with the relevant SLA's; and
- 3.5.4 Ensure that the catalogue is made available electronically to all Eskom stakeholders with the option to allow services to be selected / contracted on an e-commerce platform with the appropriate workflow steps in place.

3.6 Service Level Monitoring and Reporting

This service includes the activities associated with monitoring and reporting of Service delivery by all **Eskom Suppliers** and performance with respect to the contracted Service Level targets. With input coming from the Service Desk Supplier, The **Supplier** will undertake the following main activities:

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- 3.6.1 Support and assist Eskom in managing all service level achievements and breaches through regular review sessions with Eskom and **Eskom Suppliers**; Report all service level achievements and breaches.
- 3.6.2 Identify improvement opportunities and maintain a Continuous Service Improvement (CSI) Register;
- 3.6.3 Together with Eskom Service Management, review and prioritise improvements in the CSI register;
- 3.6.4 Together with Eskom Service Management instigate and coordinate Service Improvement Plans (SIPs) for the management, planning and implementation of service and process improvements and report on the progress of the initiatives and their impact on customer satisfaction and service level achievements;
- 3.6.5 Provide input into the periodic review and/or revision of SLA's; and
- 3.6.6 Develop a SLA Monitoring dashboard to present the 'at-a-glance' overview of how achievements measure up against targets. This should integrate with the Cloud Management Platform as described in 3.19 (Cloud Management Platform) of this scope of work.

3.7 Service Capacity, Performance and Availability Management and Reporting

This service includes support and assist Eskom to manage, control and predict end-to-end performance and capacity of the production **Services** usage and workload. Automated thresholds are required to manage services.

The **Supplier** will undertake the following main activities:

- 3.7.1 Provide an enterprise grade Capacity, Performance and Availability monitoring and reporting tool, as a Service.
- 3.7.2 Led by the Eskom Capacity Management and Service Management teams determine the thresholds to use to generate capacity alerts;
- 3.7.3 Produce and maintain and up-to-date Availability Plan;
- 3.7.4 Ensure that the performance of all Services, as detailed in service targets within SLAs, is monitored and measured, and that the collected data is recorded, analysed and reported;
- 3.7.5 Ensure that service performance achievements meet all of their agreed targets by managing the performance and capacity of both services and resources;
- 3.7.6 Wherever necessary, instigate proactive and reactive action to ensure that the performance of all services meets their agreed Target Service Levels;
- 3.7.7 Use automated thresholds to assist Eskom to manage all operational services, to ensure that situations where service targets are breached or threatened are rapidly identified and cost-effective actions implemented to reduce or avoid their potential impact;
- 3.7.8 Investigate and research threshold breaches and near misses to determine what remedial action should be taken; then plan and perform such remedial actions through the Change Management Process;
- 3.7.9 Employ regular monitoring, identification of exceptions, and manual review of reports and trends;
- 3.7.10 Provide advice and guidance on all capacity-, performance and availability-related issues;
- 3.7.11 Assist with the diagnosis and resolution of capacity-, performance and availability-related Incidents and Problems;
- 3.7.12 Assess changes for impact on the Capacity Plan, Availability Plan and on all services and resources;

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- 3.7.13 Identify and coordinate performance tuning activities to make the most effective use of IT resources;
- 3.7.14 Perform historical data analysis or trending of all monitored elements;

The **Supplier** will undertake the following reporting activities, but are not limited to:

- 3.7.15 Provide monthly reporting of activities against the Capacity Plan generated by the Eskom Capacity Management Team;
- 3.7.16 Publishing regular Capacity Management reports to Eskom, which, at a minimum, will include current or recent utilisation (and trends) compared to normal utilisation, Service Levels, and previously identified baselines; and
- 3.7.17 Produce monthly reports on the current usage of resources, trends and forecasts and exceptions, in a format agreed to by Eskom that at a minimum will include the following:
- Service Capacity and Performance reports based on current performance compared to thresholds and forecast;
 - Component Capacity and Performance reports based on current performance compared to thresholds and forecast;
 - Report of all Capacity-related Incidents and Problems;
 - Report of all Availability-related Incidents and Problems;
 - List of outstanding capacity improvements;
 - Trend analysis of the current performance; and
 - Collate the availability and performance metrics of servers, networks, unified communication and collaboration, database instances, storage and backups into a report.

3.8 Service Asset and Configuration Management

This Service includes all the activities required to assist Eskom to ensure that the assets required to deliver ITC services are properly controlled and that accurate and reliable information about those assets is available when and where it is needed.

It is important to note that the information maintained includes configuration details of the assets along with the relationship between assets. IT Services have many links to all the CIs that contribute to them.

The **Supplier** will undertake the following main activities:

- 3.8.1 Provide and maintain a fully functional Configuration Management System (CMS) that integrates with the following tools (including, but not limited to)
- Call Logging (provided by Service Desk);
 - Capacity and Performance Management (provided by Cross Functional Services);
 - License Management (provided by Cross Functional Services);
 - Reporting (provided by Cross Functional Services, with input from Service Desk);
 - Eskom Portal (provided by Cross Functional Services) ; and
 - Cloud Management Platform (provided by Cross Functional Services).
- 3.8.2 Ensure assets under the control of the IT organisation are identified, controlled and properly cared for throughout their lifecycle;

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- 3.8.3 Through automation, identify, control, record, report, audit and verify services and other CIs, including versions, baselines, components, attributes and relationships;
- 3.8.4 Define processes and controls for **Eskom Suppliers** to provide information for the update of the CMS;
- 3.8.5 Support and assist Eskom account for, manage and protect the integrity of CIs through the service lifecycle;
- 3.8.6 Work with Change Management to ensure that only authorised components are used and only authorised changes are made;
- 3.8.7 Maintain accurate configuration information on the historical, planned and current state of services and CI's; and
- 3.8.8 Support efficient and effective service management processes by providing accurate configuration information to enable decision making, e.g. to authorise changes, resolve incidents, extend maintenance agreements, etc.

3.9 Software License Management

Software License Management Services are the activities with regard to the on-going management and tracking of all Software licenses (end points and server environment), including but not limited to Application, Database, and Operating System managed by other Eskom / Eskom Suppliers.

The **Supplier** must support and assist Eskom to manage the License numbers effectively to ensure that Eskom remains compliant with all Software licensing requirements at all times and that the associated license and license maintenance agreements Eskom holds with Software vendors, are not contravened by any action of any Eskom Suppliers or Eskom End User.

Eskom will remain responsible for all commercial aspects related to software licence compliance for Eskom-owned software.

The **Supplier** will undertake the following main activities:

- 3.9.1 Provide an enterprise grade software license management system (Software Lifecycle Tool) with the capability to manage all Eskom software licenses. The tool should support and assist Eskom to manage the following (including, but not limited to):
 - Contractual terms and conditions;
 - Allocation of licenses;
 - Duplication of licencing;
 - Disposal and / or reallocation of licenses;
 - Usage of deployed licenses; and
 - Obsolete Software.
- 3.9.2 Liaise with Eskom on building the roadmap for software environment and provide advice taking into account planning, design and infrastructure complexities;
- 3.9.3 Interpret all existing Eskom Software Contracts and populate the management tool matrix with the relevant information to enable software license management, including making best use of all work done and populated in the current management tool and transferring data from the backup database where possible.
- 3.9.4 Training of the Eskom Software Asset Management Team members on the Software Lifecycle Portal including building profiles for the team to access information as per Eskom business requirements.

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- 3.9.5 Set-up and provide suggestions regarding processes to integrate benchmarking, inventory and the CMS. This should include a mechanism to map end users to devices using AD, IDM and HR data. This is critical cost saving drive to enable the move to user core Client Access License (CAL);
- 3.9.6 Provide SAM audit support when requested by OEMs. The use of the tool and its reporting capabilities should enable the ease of responding to these audits without having to use OEM License Management System (LMS) tools;
- 3.9.7 Provide recommendations on request to Eskom prior to entering into negotiations for software contracts;
- 3.9.8 Assist with the review, documentation and management of the effectiveness of software asset management policies and procedures with regards to (including, but not limited to):
- Third party contractors;
 - Software redeployment;
 - Management of blacklisted software; and
 - The use of non-business-related software.
 - Bring your own device best practices
 - Users and accounts that have administrator rights
- 3.9.9 Monthly meetings to assist the Eskom Asset Management team in the management of all issues related to software asset management;
- 3.9.10 Provide comprehensive reporting related to software assets and licenses (including, but not limited to):
- Detailed inventory (users, keys, dates);
 - License utilisation report: shortfalls vs surpluses;
 - Duplication of Licencing;
 - Licensing compliance report – show mismatches between installed base and licenses held and interpret the results;
 - Identify duplication of functionality;
 - Illegal software deployed – blacklisting report; and
 - Dashboard highlighting potential license infringement and imminent license expiry (6 months in advance for all contracts).
 - Report and Dashboard customization as per the Software Asset management team business requirements including training on report customisations.
- 3.9.11 Continuously work with the Eskom Contract and Asset Management teams to ensure the tool is populated with up to date information on new licenses and new license agreements.

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3.10 Knowledge Management Services

The purpose of this service is to share perspectives, ideas, experience and information; to ensure these are available in the right place at the right time to enable decisions and to improve the efficiency of support staff by reducing the need to rediscover knowledge.

The **Supplier** will undertake the following main activities:

3.10.1 Provide and maintain a reliable and secure Service Knowledge Management System (SKMS) including a Known Error Database that integrates with the following tools (but not limited to):

- Configuration Management System;
- Call Logging System;
- License Management;
- Reporting;
- Eskom Portal; and
- Cloud Management platform.

3.10.2 Gather, analyse, store, share, use and maintain knowledge, information and data throughout all **Eskom Suppliers**;

3.10.3 Provide controlled access to knowledge, information and data that is appropriate for the relevant Service **Supplier** and Eskom End User; and

3.10.4 Define processes and controls for **Eskom Suppliers** and Eskom Service Management to provide information and data for the update of the Service Knowledge Management Systems (SKMS).

3.11 Change and Release Management and Reporting

Change Management Services are activities associated with ensuring that standardised methods and procedures are used for efficient and prompt handling of all changes, in order to minimise the impact of change upon Service quality and consequently to improve the day-to-day operations of Eskom. This is the process through which all changes to the current Services (production plans, processes, policies, procedures, configuration, infrastructure including hardware, communications equipment, communication Software, system Software, "live" applications Software and all documentation, etc.) is controlled and coordinated.

The **Supplier** will undertake the following main activities:

3.11.1 Provide and maintain a reliable and secure Change and Release Management System that integrates with the following tools (including, but not limited to)

- Configuration Management System;
- Call Logging System;
- License Management;
- Reporting;
- Eskom Portal; and
- CMP (Cloud Management platform).

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- 3.11.2 Ensure that no changes are allowed without full assessment of impact, risk, back-out plans, benefits and cost to the Services;
- 3.11.3 Co-ordination of the planning, scheduling, approving, testing, distributing, synchronising, installing, activating, rollback/acceptance, and monitoring of changes to the Services, whether they are completed manually or via automation;
- 3.11.4 Ensure standard change models and procedures are developed by all **Eskom Suppliers** to enable standardisation in workflow and effective control of changes;
- 3.11.5 Coordinate the handover and handback activities of each step in the change procedures to ensure the smooth coordination of change activities amongst different Eskom **Suppliers**;
- 3.11.6 Ensure all changes to CIs are recorded in the CMS;
- 3.11.7 Together with Eskom review the processes related to Standard, Urgent, Emergency and Normal changes and ensure adherence of all **Eskom Suppliers** to the rules and approval workflow related to the different change types;
- 3.11.8 Track and report on all changes performed in the IT environment;
- 3.11.9 After change completion, verify that the change objectives were met;
- 3.11.10 Report any unauthorised changes to the Eskom Service Management team;
- 3.11.11 The ultimate objective is to cope with change(s) without adverse impact on the quality of the Services. Areas of importance are:
 - Management of change process (inclusive of corrective and preventative changes);
 - Impact and risk analysis of changes;
 - Assurance of infrastructure maintenance and hardening through proper change management;
 - Threshold management; and
 - Documentation for change control.

Release Management Services are activities associated with providing a holistic view of a change to a Service to ensure that all aspects of a release, both technical and non-technical, are considered together and to plan and oversee the successful rollout of Software, hardware and design and implement efficient procedures for distribution and installation of changes. The activities also ensure that only correct, authorised and tested versions are installed and that changes are traceable and secure.

The **Supplier** will undertake the following main activities:

- 3.11.12 Define and agree plans with all stakeholders;
- 3.11.13 Facilitate the creation and testing of release packages;
- 3.11.14 Ensure the integrity and correct handling of release packages;
- 3.11.15 Ensure release packages are correctly recorded in the CMS;
- 3.11.16 Coordinate the deployment according to agreed plan and schedule;
- 3.11.17 Promote automation to improve re-use, repeatability and efficiency;
- 3.11.18 Record and manage deviations, risks and issues; and
- 3.11.19 Ensure knowledge transfer to Service Recipient and all other relevant stakeholders.

3.12 Priority Incident Management

An Incident is an unplanned interruption to an IT service, the reduction in the quality of an IT service or the failure of a CI that has not yet impacted services. The priority of an incident is based in the impact and urgency of the incident.

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Following ITIL standards ("ITIL Incident Types"), Eskom defines four priority levels of Incidents, depending on the level of severity: Priority 1, Priority 2, Priority 3 and Priority 4 ("Eskom Incident Types"), as set out in Table 1 below:

Table 1

ITIL Incident types	Eskom Incident types	Description (examples)
Critical	Priority 1	Incident that causes unavailability of services running on Eskom's Servers [On an Advanced or Premium support level] Examples: <ul style="list-style-type: none"> ■ Production system not available ■ Data corruption detected
Major	Priority 2	Incident that causes deterioration of services running on Eskom's Servers. Examples: <ul style="list-style-type: none"> ■ Servers performance degraded (system not performing at acceptable levels), performance KPIs are below Defective Level ■ Incidents with high risk of reoccurrence ■ Incidents with high-risk of escalating to a Priority 1
Minor	Priority 3	Incident with no impact on Server availability. Examples: <ul style="list-style-type: none"> ■ One element of a cluster is not available but cluster is still operational ■ Violation of Eskom's Information Security Policy ■ Eskom's Servers are over-utilised (utilisation above a predefined maximum utilisation) (maximum utilisation to be agreed) ■ Eskom's Servers are under-utilised (utilisation below a predefined minimum utilisation) (minimum utilisation to be agreed)
	Priority 4	Non-urgent Incidents where a work around is available and Eskom has agreed to low priority classification

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

- 3.12.1 Together with the Eskom Service Management team define the process of determining the definition of the priority of incidents and communicate this to all **Eskom Suppliers**;
- 3.12.2 Define the escalation procedure when Incidents are classified as high priority (Priority 1 and Priority 2) and communicate this to all **Eskom Suppliers**;
- 3.12.3 Increase visibility of an Incident and progress on the restoration of the service through effective communication;
- 3.12.4 Coordinate Incident resolution activities to ensure service is restored within the contracted SLA targets;
- 3.12.5 Together with the Eskom Service Management team define the process to elevate an Incident to a full War Room incident;
- 3.12.6 Together with the Eskom Service Management team coordinate the Eskom Incident War Room;
- 3.12.7 Develop an Incident Report template and procedure;
- 3.12.8 Populate the Knowledge Management Database and Known Error Database with lessons learnt during the Priority Incident;
- 3.12.9 Provide information to the Cross-Functional and Cloud Services Problem Manager to enable the Problem Management Process and Root Cause Analysis;
- 3.12.10 Facilitate the integration with the Change Management process should any Urgent or Emergency changes be required to return back to service; and
- 3.9.11. Provide an incident report within 24 hours of a high priority incident.

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3.13 Problem Management and Root Cause Analysis

Problem Management includes minimizing the adverse impact of Incidents and Problems on the business and to prevent the recurrence of incidents. In order to achieve this goal, Problem Management seeks to get to the root cause of incidents and then initiate actions to improve or correct the situation.

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

- 3.13.1 Together with the Eskom Service Management team define the process of determining the root cause of incidents and communicate this to all **Eskom Suppliers**;
- 3.13.2 Coordinate the diagnoses of the root cause of incidents and determine the resolution of the Problems;
- 3.13.3 Maintain information about Problems, workarounds and resolutions in the Knowledge Management System and the Known Error Database;
- 3.13.4 Document the Root Cause Analysis report with input from all **Eskom Suppliers** and facilitate the sign-off of the report;
- 3.13.5 The report should contain at least the following elements:
 - Description of the Incident;
 - Sequence of events during the Incident resolution process; and
 - Measures to resolve the Problem and prevent it from reoccurring.
- 3.13.6 Log and manage proactive problem tickets, the Knowledge Management System and the Known Error Database. These Problem tickets should be prioritised based on the criticality of the impacted service and acted upon to ensure prevention of major Incidents;
- 3.13.7 Monitor, support and assist Eskom to manage the resolution of any Service Escalations logged by the Service Recipient or any **Eskom Suppliers** through the relevant governance processes;
- 3.13.8 Perform trend analysis of Incidents and generate a Problem ticket when the analysis reveals that an underlying problem might exist;
- 3.13.9 Respond to Problem notification from the Service Recipient logged at the Service Desk; and
- 3.13.10 Facilitate the integration with the Change Management process should the Problem investigation lead to the need for a change to resolve the underlying root cause of the Problem.

3.14 Risk and Compliance Management

This service relates to the activities required to identify and assist Eskom manage any risks to Eskom introduced through the ICT Services. Conduct regular audits to ensure Eskom and **Eskom Suppliers**' compliance to Policies and Procedures.

The **Supplier** will undertake the following main activities:

- 3.14.1 Identify, capture, report, analyse and manage risks;
- 3.14.2 Identify preventative and corrective actions related to identified non-conformances;
- 3.14.3 Coordinate Service audit activities based on the annual Eskom audit plan and or any other audit requirements from the Service Recipient; and
- 3.14.4 Support and assist Eskom manage non-compliance of **Eskom Suppliers** by facilitating the mitigation activities.

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3.15 Documentation Management Services

Documentation Services are the activities associated with developing, revising, archiving, maintaining, managing, reproducing, and distributing **Eskom Suppliers** information (e.g. Project planning materials, system design specifications, network diagrams, procedures manuals, operations guides, work instructions) in hard copy and electronic form.

3.16 Operational and Management Reporting Services

This service includes the activities related to the coordination of the delivery of all operational and management reports by all **Eskom Suppliers**.

The **Supplier** will undertake the following main activities:

- 3.16.1 Together with the Eskom Service Management Team identify the format of all reports to be delivered by **Eskom Suppliers**;
- 3.16.2 Retrieve, collate, distribute and publish all reports on the Eskom Portal; and
- 3.16.3 Identify any possible improvements to reports or additional reports that might be required for effective service delivery.

3.17 Information Security Services

Information Security Management aims to ensure the confidentiality, integrity and availability of an organization's information, data and IT services.

Led by the Eskom Information Security Management Team, the **Supplier** will provide end-to-end co-ordination and management of specified Information Security Services amongst **Eskom Suppliers** in order to meet the stated target service levels.

- 3.17.1 The **Supplier** must provide secure integration and ensure the secure movement of data between Eskom consumers (i.e. users and applications) and multiple cloud **Suppliers** based upon Eskom security policies;
- 3.17.2 The **Supplier** must provide capabilities that ensure secure service selection without the impairment of service availability and secure, rapid transition among the Cloud **Suppliers** under arbitrage. The **Supplier** must ensure that the required service level targets are met by all primary Cloud **Suppliers**;
- 3.17.3 The **Supplier** must conform to Eskom's Logical Access Management policies, including federated identity management, authentication service, authorisation service and privileged access management;
- 3.17.4 The **Supplier** must provide security monitoring services for its own services provided;
- 3.17.5 The **Suppliers** security monitoring services must integrate with Eskom's Security Incident and Event Management solution;
- 3.17.6 The **Supplier** must support Eskom with evidence and information required for investigations and intelligence services, compliant with legal requirements;
- 3.17.7 The **Supplier** must ensure that any infrastructure components used by the **Supplier** to render services to Eskom should be secured as not to introduce security risks to the Eskom environment;
- 3.17.8 The **Supplier** must provide and maintain a risk dashboard, including risk portfolio management and compliance to Eskom Information Security policies and standards;

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- 3.17.9 The **Supplier** must provide assurance that the infrastructure used to deliver services to Eskom is secured against unauthorised access and compliant with Eskom information Security Standards;
- 3.17.10 The **Supplier** must ensure that any infrastructure used to enable the **Supplier** to deliver services to Eskom is secure and patched;
- 3.17.11 The **Supplier** must ensure data protection services to ensure secure data life cycle management, data leakage prevention, and IP protection, for the services to be rendered to Eskom;
- 3.17.12 The **Supplier** must ensure that the necessary cryptographic services, including for data in transit, in use and at rest, are available for the services provided by the **Supplier** and all external **Eskom Suppliers** as specified within the Cross Functional and Cloud Services scope of work;
- 3.17.13 The **Supplier** must ensure that security of the facilities hosting infrastructure used to deliver services to Eskom, comply with Eskom's policies;
- 3.17.14 The **Supplier** is responsible to timeously inform the Eskom Information Security Manager when and where it becomes aware of risks or vulnerabilities as per the risk management process; and
- 3.17.15 The **Supplier** must contain any malware outbreak within the period specified within the service level targets.

3.18 Customer Satisfaction Management

The **Supplier** shall implement a process to manage customer satisfaction across all **Eskom Suppliers** which includes, but not limited to, the following:

- 3.18.1 Execute Customer Satisfaction Surveys targeting an agreed audience.
- 3.18.2 Review the customer survey results;
- 3.18.3 Analyse the results of the annual Customer Satisfaction Survey and identify Service Improvement opportunities, suggest Service Target changes and possible new Services.
- 3.18.4 Consolidate all service improvement plans to address gaps and improve customer satisfaction levels, received from relevant **Eskom Suppliers(s)**;
- 3.18.5 Provide feedback to the Service Recipient on the steps taken towards improving customer satisfaction levels;

3.19 Cloud Management Platform

The **Supplier** shall be required to provide a Cloud Management Platform tool/suite, as a service in order to manage IT services across multiple **Eskom Suppliers**, including, but not limited to the following functionalities and core capabilities:

- 3.19.1 Service Request Management — This is the self-service interface by which cloud services are consumed.
- 3.19.2 Provisioning, Orchestration and Automation — Refers to core orchestration/automation/provisioning capabilities IT process automation (ITPA) engines within the CMP or native tools used to provision core infrastructure. This functionality includes user service blueprinting.
- 3.19.3 Governance and Policy — including detailed policy enforcement and governance or lighter tagging. Should also include policies automation to allow reactions to environmental conditions.
- 3.19.4 Monitoring and Metering — including Base-level monitoring and metering functionality, for monitoring consumption of the cloud resources.

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- 3.19.5 Multi-cloud brokering — including the enabling of connectivity and content that allows the bridging of on-premises and off-premises cloud resources.
- 3.19.6 Continuous Configuration Automation (CCA) —including the provision of configuration management support and the ability to integrate with a CMP where a CMP orchestrates and the CCA tool performs directed automation.
- 3.19.7 Security and Identity Management — including risk management, segregation of duties, single sign-on and key management.
- 3.19.8 Service-Level Management —includes end-to-end monitoring of the applications and infrastructure.
- 3.19.9 Cloud Migration and Disaster Recovery (DR) — The functionality includes cloud readiness determination, discovery, lifting and shifting of workloads between and/or among on-premises and off-premises environments.
- 3.19.10 Capacity and Resource Planning — which allows for the efficient operational use of the infrastructure footprint and should be combined with cost transparency and optimisation.
- 3.19.11 Cost Transparency and Optimization — The functionality involves enabling tracking budgeting and optimization of the cloud expenses.
- 3.19.12 The Cloud management tool will make provision for “Traditional IT and Cloud Services and integrate with or incorporate the other tools listed in the Cross Functional Cloud Services scope of work.
- 3.19.13 The **Supplier** will provide training on the Cloud Management Platform tool/suite to identified Eskom employees.
- 3.19.14 The Cloud Management Platform should allow API integration with the toolsets as specified within the Cross Functional and Cloud Services scope, including but not limited to additional Service Management and call logging systems as provided by the Service Desk.



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4. Service Level Requirements

For each service item as described in this document (i.e. the individual services listed in sections 3.1 to 3.17), Eskom has defined and determined, as is set out in Table 3 below:

- A Target Service Level;
- A Defective Level;
- A Material Default Level;
- A Measurement Period relevant for the applicable Service Level; and
- A Minimum Performance Target.

Service items will be monitored during their respective Measurement Periods as set out in Schedule C: Performance Standards.

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Table 3

Cross-Functional and Cloud services	Description of the main service KPIs		Target service level	Defective service level	Material Default service level	Measurement period (months)	Minimum Performance Target
Service Level Monitoring and Reporting	4.1 Overall SLA Achievement across Eskom Suppliers		99%	95%	90%	1	100%
	4.2 KPI's reported on		100%	99%	98%	1	100%
	Continuous Service Improvement Register	4.3 Time to update CSI register with identified Service Improvement Plans	2 business days	3 business days	5 business days	1	95%
	SIP Management	4.4 Successful execution of Service Improvement Plans within agreed timelines	99%	98%	95%	3	100%
Service Capacity, Performance and Availability Management	Frequency of Availability incidents across Eskom Suppliers	4.5 No more than 2 availability failures per device per quarter.	2	3	4	3	98%
	Proactive Threshold Monitoring and reporting	4.6 Number of Incidents caused by threshold breach (capacity and performance)	1	2	3	1	98%
		4.7 Reports delivered on time	98%	95%	90%	1	100%
Service Asset and Configuration Management	4.8 Time to update		1 Business day	2 Business days	3 Business day	1	95%
	Fill rate	4.9 Number of non-rogue unidentifiable devices reported by security operations	2	5	7	1	100%

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Cross-Functional and Cloud services	Description of the main service KPIs		Target service level	Defective service level	Material Default service level	Measurement period (months)	Minimum Performance Target
		4.10 Number of repeat incidents on unidentifiable configuration items (logged at Service Desk or by Monitoring Systems)	5	10	15	3	100%
	Accuracy	4.11 Number of incidents/problems caused by inaccurate configuration items	5	10	15	1	98%
		4.12 CMDB accuracy	98%	95%	90%	1	100%
Software License Management	Update of Management Tool	4.13 License and the T&C captured in the tool	5 Business Days after contract signed	7 Business Days after contract signed	10 Business Days after contract signed	3	95%
	4.14 License Management System Accuracy		95%	90%	85%	1	100%
	License infringement	4.15 Number of audit findings due to license infringement	1	2	3	3	100%
	Timeous delivery of Reports	4.16 Required reports delivered in time as per contract	98%	95%	90%	1	100%
Knowledge Management	4.17 Time to update Known Error DB after the completion of the RCA for a high priority incident		1 Business Day	2 Business Day	5 Business Day	1	95%
Change and Release Management	4.18 Number of Incidents caused by changes		2	4	6	1	100%
	4.19 Successful changes (within time, no roll back required, within scope)		99%	98%	95%	1	100%

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Cross-Functional and Cloud services	Description of the main service KPIs		Target service level	Defective service level	Material Default service level	Measurement period (months)	Minimum Performance Target
Priority Incident Management	4.20 Number of P1 incidents		2	3	4	12	100%
	4.21 Number of P2 incidents		5	7	10	3	100%
	Mean time to notify Service Recipient of incidents	4.22 Mean time to notify Eskom of critical (P1) incident (from incident logged)	30 minutes	45 minutes	1 hour	1	98%
		4.23 Mean time to notify Eskom of critical (P2) incident (from incident logged)	1 hour	1.5 hours	2 hours	1	98%
	Mean time to resolve	4.24 P1 Incident	6h	8h	12h	1	100%
		4.25 P2 Incident	12h	14h	18h	1	98%
	Incident Report	4.26 Maximum time to submit the first Incident Report (from acknowledgement of the incident)	1 business day	3 business days	5 business days	1	95%
Problem Management	Proactive	4.27 Time to create a proactive problem ticket based on warning events generated by monitoring tools	2 business days	5 business days	7 business days	1	98%
	RCA Reports	4.28 Maximum time to submit the Root Cause Analysis Report (from resolution of the incident)	10 business days	15 business days	20 business days	3	95%

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Cross-Functional and Cloud services	Description of the main service KPIs		Target service level	Defective service level	Material Default service level	Measurement period (months)	Minimum Performance Target
Risk and Compliance Management	Risks	4.29 Percentage (%) of Risks and Non-conformances successfully mitigated against the total	98%	95%	90%	1	100%
	Audits	4.30 Number of repeat audit findings	0	1	2	3	100%
		4.31 Percentage (%) of Audit Findings successfully mitigated against the total	98%	95%	90%	3	100%
	Information Security	4.32 Contain virus/malware outbreak	2h	4h	6h	1	100%
Customer Satisfaction	4.33 Overall Minimum percentage of satisfied end users across Eskom Suppliers based on Service Desk survey		90%	80%	70%	1	100%
	4.34 Minimum percentage of satisfied users during annual survey		90%	80%	70%	12	100%
Supplier Relationship	4.35 Supplier satisfaction rating		90%	80%	70%	12	100%
Back-end devices for Cross-Functional and Cloud services	Availability	4.36 Availability – Capacity Management System	99.50% 24x7	98.50% 24x7	97.00% 24x7	1	100%
		4.37 Availability – Configuration Management System	99.50% 24x7	98.50% 24x7	97.00% 24x7	1	100%
		4.38 Availability – Knowledge Management Database	99.50% 24x7	98.50% 24x7	97.00% 24x7	1	100%
		4.39 Availability – Software License Management Tool	99.50% 12x5	98.50% 12x5	97.00% 12x5	1	100%
		4.40 Availability of CMP tool/suite	99.50% 24X7	98.50% 24X7	97.00% 24X7	1	100%

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5. Exclusions and Inclusions List

This section specifies those activities associated with Cross-Functional and Cloud services, that are excluded from the Cross-Functional and Cloud Services required by Eskom. All standard Cross-Functional and Cloud Cross-Functional and Cloud service related activities NOT listed below shall be deemed to be included in the Cloud Cross-Functional and Cloud Services required by Eskom.

The excluded activities are as follows:

- 5.1.1 Integration of Service Delivery of **Eskom Suppliers** not specified in the scope;
- 5.1.2 Eskom Disaster Recovery plan creation and maintenance;
- 5.1.3 Eskom Disaster Recovery test coordination;
- 5.1.4 Procurement of Hardware, Software and Licenses other than those specifically mentioned in the scope;
- 5.1.5 Eskom Architecture Planning and Analysis; and
- 5.1.6 Overall Capacity Demand Management and Planning.

6. Pricing Model

Please refer to Schedule D: Pricing of the MSA.

Please refer to Annexure 0 - Pricing Schedule

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Overview of the Eskom ITC environment (NB: This is subject to change)

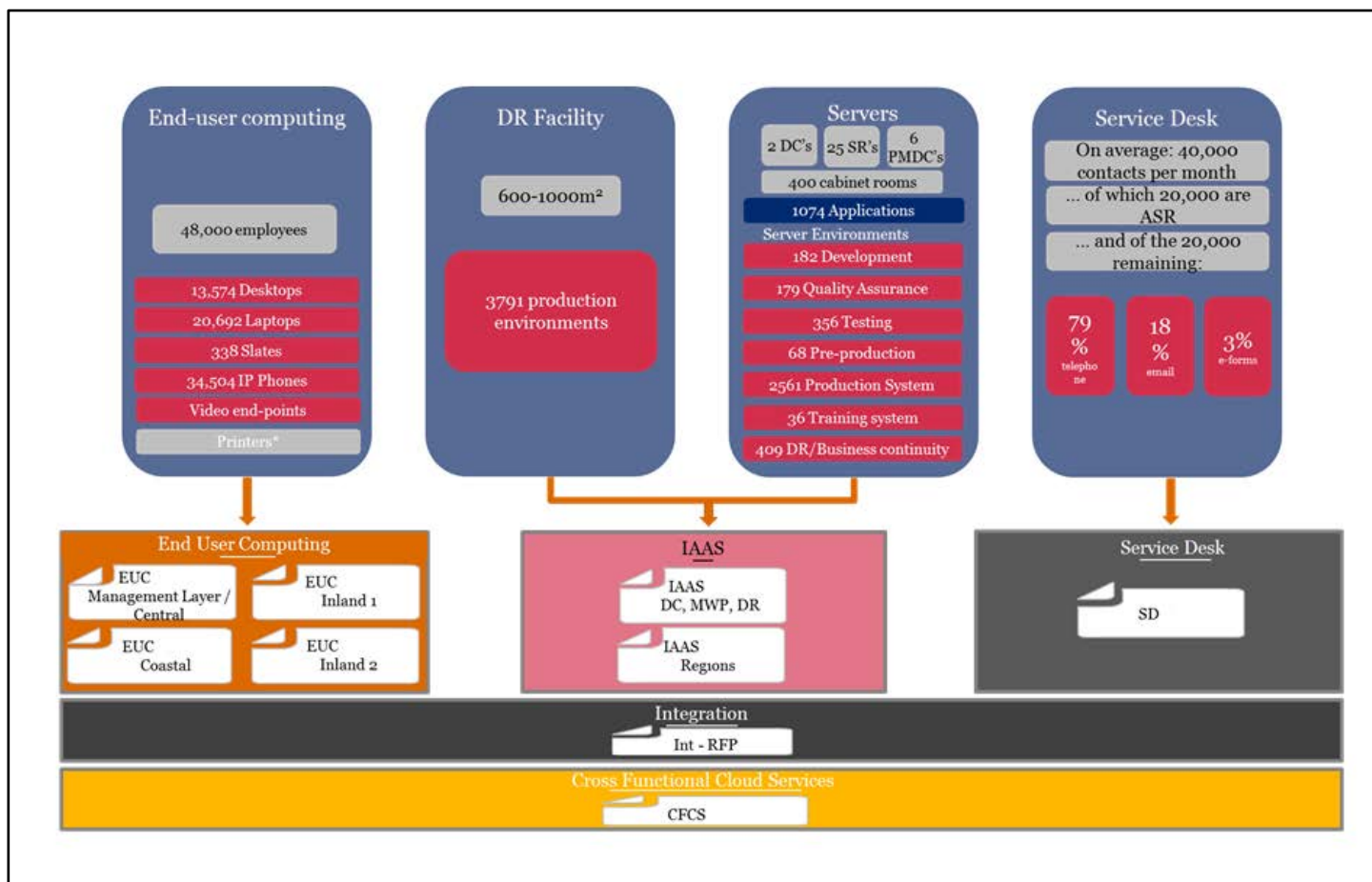


Figure 1: Overview of the Eskom ITC environment

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
3.1.1	Create an integrated Transition plan based on the Transition plans submitted by all new Service Providers, including its own plan	R, A	I, S	I, C	I, C	I	I	
3.1.2	Create a Transformation plan for its own services.	R, A	I	I	I			
3.1.3	Create a comprehensive list of all Transformation projects per Eskom Service Provider showing timelines, risks, dependencies and costs	R, A	I, S	I, C	I, C			
3.1.4	Create an integrated Transformation plan ensuring that individual Transformation initiatives of all the Eskom Suppliers do not negatively impact each other and to ensure that interdependencies are identified and managed.	R, A	I, C	I, C	I			

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
3.1.5	Manage and coordinate all Transition project activities. The objectives are: to reach a state of transferred Service responsibility, including migration to Cloud Services, to the new Service Provider(s) with minimum operational disturbance to the Service Recipient, based on the provision of Services in accordance with the Transition Service Levels as define in the Schedule C Clause 3.1.3 of the MSA; and to ensure the new Service Providers' ability to deliver the Services contracted in terms of the Statements of Work.	R, A	I, S	I,S	I	I	I	

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
3.1.6	Perform project management and coordination of the completion of all Service Providers' (including its own) responsibilities as part of the Transition Services within six (6) months of Transition Commencement Date. The Tenderer and Service Recipient will jointly manage such completion of the Transition Services by means of a structured and integrated Transition plan.	R, A	I, S	I, S	I			

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
3.1.7	Perform project management and coordination of the completion of all Service Providers' (including its own) responsibilities as part of the Transformation Services within twelve (12) months from Transition end date. The Tenderer and Service Recipient will jointly manage such completion of the Transformation Services by means of a structured and integrated Transformation plan.	R, A	I, S	I, S	I			
3.1.8	Provide comprehensive project management according project management best practices.	R, A	I, S	I	I			
3.1.9	Ensure open communication amongst all the Parties during the Transition and Transformation projects	R, A	I, S	I	I, S			
		R, A	I, S					

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
3.2.1	Develop and maintain a comprehensive catalogue of the definition of services and service packages on offer	R, A	I, S	I, S	I, S			
3.2.2	Define the interfaces and dependencies between all services and supporting components and configuration items	R, A	I, S	I	I			
3.2.3	Link the services with the relevant SLA's	R, A	I, S	I	I			
3.2.4	Ensure that the catalogue is made available electronically to all Eskom stakeholders with the option to allow services to be selected / contracted on an e-commerce platform with the appropriate workflow steps in place	R, A	I, S, C	I, S	I, S			
		R, A	I, S	I	I			

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
3.3.1	Report and manage all service level achievements and breaches through regular review sessions with Eskom and their Service Providers	R, A	I, S	I	I			
3.3.2	Identify improvement opportunities and maintain a Continuous Service Improvement (CSI) Register	R, A	I, S, C	I, S	I			
3.3.3	Together with Eskom Service Management review and prioritise improvements in the CSI register	R, A	I, S	I	I			
3.3.4	Together with Eskom Service Management instigate and coordinate Service Improvement Plans (SIPs) for the management, planning and implementation of service and process improvements and report on the progress of the initiatives and their impact on customer satisfaction and service	R, A	I, S	I, S	I, S			

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
	level achievements							
3.3.5	Provide input into the periodic review and/or revision of SLA's	R, A	I, S	I	I			
3.3.6	Develop a SLA Monitoring dashboard to present the 'at-a-glance' overview of how achievements measure up against targets. This should integrate with the Cloud Management Platform as described in 3. Cloud Management Platform of this scope of work	R, A	I, S	I	I			
		R, A	I, S	I	I			

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#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
3.4.1	Provide an enterprise grade Capacity, Performance and Availability monitoring and reporting tool, as a Service.	R, A	I, S	I	I			
3.4.2	Led by the Eskom Capacity Management and Service Management teams determine the thresholds to use to generate capacity alerts	R, A	I, S, C	I, S, C	I, S			
3.4.3	Produce and maintain and up-to-date Availability Plan	R, A	I, S	I	I			
3.4.4	Ensure that the performance of all Services, as detailed in service targets within SLAs, is monitored and measured, and that the collected data is recorded, analysed and reported	R, A	I, S	I	I			

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
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3.4.5	Ensure that service performance achievements meet all of their agreed targets by managing the performance and capacity of both services and resources	R, A	I, S	I	I			
3.4.6	Wherever necessary, instigate proactive and reactive action to ensure that the performance of all services meets their agreed Target Service Levels	R, A	I, S	I	I			
3.4.7	Use automated thresholds to manage all operational services, to ensure that situations where service targets are breached or threatened are rapidly identified and cost-effective actions implemented to reduce or avoid their potential impact	R, A	I, S	I	I			

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3.4.8	Investigate and research threshold breaches and near misses to determine what remedial action should be taken; then plan and perform such remedial actions through the Change Management Process	R, A	I, S	I	I			
3.4.9	Employ regular monitoring, identification of exceptions, and manual review of reports and trends	R, A	I, S	I	I			
3.4.10	Provide advice and guidance on all capacity-, performance and availability-related issues	R, A	I, S	I, S	I, S			
3.4.11	Assist with the diagnosis and resolution of capacity-, performance and availability-related Incidents and Problems	R, A	I, S	I, S	I, S			

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3.4.12	Assess changes for impact on the Capacity Plan, Availability Plan and on all services and resources	R, A	I, S	I	I			
3.4.13	Identify and coordinate performance tuning activities to make the most effective use of IT resources	R, A	I, S	I	I			
3.4.14	Perform historical data analysis or trending of all monitored elements	R, A	I, S	I	I			
3.4.15	Provide monthly reporting of activities against the Capacity Plan generated by the Eskom Capacity Management Team	R, A	I, S	I	I			
3.4.16	Publishing regular Capacity Management reports to Eskom, which, at a minimum, will include current or recent utilisation (and trends) compared to normal utilisation, Service Levels, and previously identified baselines	R, A	I, S	I	I			

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3.4.17	Produce monthly reports on the current usage of resources, trends and forecasts and exceptions, in a format agreed to by Eskom that at a minimum will include the following	R, A	I, S	I	I			
		R, A	I, S					
3.5.1	Provide and maintain a fully functional Configuration Management System (CMS) that integrates with the following tools	R, A	I, S	I	I			
3.5.2	Ensure assets under the control of the IT organisation are identified, controlled and properly cared for throughout their lifecycle	R, A	I, S	I	I			
3.5.3	Through automation, identify, control, record, report, audit and verify services and other CIs, including versions, baselines, components, attributes and relationships	R, A	I, S	I, S	I			

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3.5.4	Define processes and controls for Eskom Suppliers to provide information for the update of the CMS	R, A	I, S	I	I			
3.5.5	Account for, manage and protect the integrity of CIs through the service lifecycle	R, A	I, S	I	I			
3.5.6	Work with Change Management to ensure that only authorised components are used and only authorised changes are made	R, A	I, S	I	I			
3.5.7	Maintain accurate configuration information on the historical, planned and current state of services and CI's	R, A	I, S	I	I			

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3.5.8	Support efficient and effective service management processes by providing accurate configuration information to enable decision making, e.g. to authorise changes, resolve incidents, extend maintenance agreements, etc	R, A	I, S	I, S	I			
		R, A	I, S	I	I			
3.6.1	Provide an enterprise grade license management system with the capability to manage all Eskom software licenses. The tool should manage the following <ul style="list-style-type: none"> • Contractual terms and conditions; • Allocation of licenses; • Duplication of licencing; • Disposal and / or reallocation of licenses; • Usage of deployed licenses; and • Obsolete Software. 	R, A	I, S, C	I, S, C	I			

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3.6.2	Liaise with Eskom on building the roadmap for software environment and provide advice taking into account planning, design and infrastructure complexities	R, A	I, S, C	I, S, C	I			
3.6.3	Interpret all existing Eskom Software Contracts and populate the management tool matrix with the relevant information to enable software license management	R, A	I, S	I	I			
3.6.4	Set-up and provide suggestions regarding processes to integrate benchmarking, inventory and the CMS. This should include a mechanism to map end users to devices using AD, IDM and HR data. This is critical cost saving drive to enable the move to user core Client Access License (CAL);	R, A	I, S, C	I, C	I			

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3.6.5	Provide SAM audit support when requested by OEMs. The use of the tool and its reporting capabilities should enable the ease of responding to these audits without having to use OEM License Management System (LMS) tools	R, A	I, S	I	I			
3.6.6	Provide recommendations to Eskom prior to entering into negotiations for software contracts	R, A	I, S, C	I, C	I			
3.6.7	Assist with the review, documentation and management of the effectiveness of software asset management policies and procedures with regards to (including, but not limited to): <ul style="list-style-type: none"> • Third party contractors; • Software redeployment; • Management of blacklisted software; 	R, A	I, S	I	I			

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	<ul style="list-style-type: none"> The use of non-business-related software 							
3.6.8	Regular meetings (monthly at first and thereafter quarterly) to assist the Eskom Asset Management team in the management of all issues related to software asset management;	R, A	I, S	I	I			

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3.6.9	Provide comprehensive reporting related to software assets and licenses (including, but not limited to): <ul style="list-style-type: none"> • Detailed inventory (users, keys, dates); • License utilisation report: shortfalls vs surpluses; • Duplication of Licencing; • Licensing compliance report – show mismatches between installed base and licenses held and interpret the results; • Identify duplication of functionality; • Illegal software deployed – blacklisting report; and • Dashboard highlighting potential license infringement and imminent license expiry (3 months in advance for existing contracts and 6 months in advance in the final year of the contract). 	R, A	I, S	I	I			

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3.6.10	Continuously work with the Eskom Contract and Asset Management teams to ensure the tool is populated with up to date information on new licenses and new license agreements	R, A	I, S	I	I			
		R, A	I, S	I	I			
3.7.1	Provide and maintain a reliable and secure Service Knowledge Management System (SKMS) including a Known Error Database that integrates with the following tools (but not limited to): <ul style="list-style-type: none"> • Configuration Management System; • Call Logging System; • License Management; • Reporting; • Eskom Portal; and • Cloud Management platform. 	R, A	I, S	I	I			

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3.7.2	Gather, analyse, store, share, use and maintain knowledge, information and data throughout all Eskom Suppliers	R, A	I, S	I	I			
3.7.3	Provide controlled access to knowledge, information and data that is appropriate for the relevant Service Provider and Eskom End User	R, A	I, S, C	I, S	I, S			
3.7.4	Define processes and controls for Eskom Suppliers and Eskom Service Management to provide information and data for the update of the Service Knowledge Management Systems (SKMS).	R, A	I, S, C	I, S	I			
		R, A	I, S	I	I			

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3.8.1	Provide and maintain a reliable and secure Change and Release Management System that integrates with the following tools (including, but not limited to). <ul style="list-style-type: none"> • Configuration Management System; • Call Logging System; • License Management; • Reporting; • Eskom Portal; and • CMP (Cloud Management platform). 	R, A	I, S	I	I			
3.8.2	Ensure that no changes are allowed without full assessment of impact, risk, back-out plans, benefits and cost to the Services	R, A	I, S	I	I			

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3.8.3	Co-ordination of the planning, scheduling, approving, testing, distributing, synchronising, installing, activating, rollback/acceptance, and monitoring of changes to the Services, whether they are completed manually or via automation	R, A	I, S	I	I			
3.8.4	Ensure standard change models and procedures are developed by all Eskom Suppliers to enable standardisation in workflow and effective control of changes	R, A	I, S, C	I, S, C	I			
3.8.5	Coordinate the handover and handback activities of each step in the change procedures to ensure the smooth coordination of change activities amongst different Eskom Suppliers	R, A	I, S	I, S	I			

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3.8.6	Ensure all changes to CIs are recorded in the CMS	R, A	I, S	I	I			
3.8.7	Together with Eskom review the processes related to Standard, Urgent, Emergency and Normal changes and ensure adherence of all Eskom Suppliers to the rules and approval workflow related to the different change types	R, A	I, S, C	I, S	I			
3.8.8	Track and report on all changes performed in the IT environment	R, A	I, S	I, S	I, S			
3.8.9	After change completion, verify that the change objectives were met	R, A	I, S	I, S	I			
3.8.10	Report any unauthorised changes to the Eskom Service Management team	R, A	I, S		I			

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3.8.11	The ultimate objective is to cope with change(s) without adverse impact on the quality of the Services. Areas of importance are <ul style="list-style-type: none"> • Management of change process (inclusive of corrective and preventative changes); • Impact and risk analysis of changes; • Assurance of infrastructure maintenance and hardening through proper change management; • Threshold management; and • Documentation for change control 	R, A	I, S	I, S	I			
3.8.12	Define and agree plans with all stakeholders	R, A	I, S	I, S	I			
3.8.13	Facilitate the creation and testing of release packages;	R, A	I, S	I, S	I, S			

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3.8.14	Ensure the integrity and correct handling of release packages;	R, A	I, S	I	I			
3.8.15	Ensure release packages are correctly recorded in the CMS;	R, A	I, S	I	I			
3.8.16	Coordinate the deployment according to agreed plan and schedule;	R, A	I, S	I, S	I			
3.8.17	Promote automation to improve re-use, repeatability and efficiency;	R, A	I, S, C	I	I			
3.8.18	Record and manage deviations, risks and issues; and	R, A	I, S, C	I, S	I, S			
3.8.19	Ensure knowledge transfer to Service Recipient and all other relevant stakeholders.	R, A	I, S	I	I, S			
		R, A	I, S					

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3.9.1	Together with the Eskom Service Management team define the process of determining the definition of the priority of incidents and communicate this to all Eskom Suppliers ;	R, A	I, S, C	I, S	I, S			
3.9.2	Define the escalation procedure when Incidents are classified as high priority (Priority 1 and Priority 2) and communicate this to all Eskom Suppliers ;	R, A	I, S, C	I	I, S			
3.9.3	Increase visibility of an Incident and progress on the restoration of the service through effective communication;	R, A	I, S	I	I, S, C			
3.9.4	Coordinate Incident resolution activities to ensure service is restored within the contracted SLA targets;	R, A	I, S	I	I			

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3.9.5	Together with the Eskom Service Management team define the process to elevate an Incident to a full War Room incident;	R, A	I, S, C	I, S	I, S, C			
3.9.6	Together with the Eskom Service Management team coordinate the Eskom Incident War Room;	R, A	I, S, C	I, S	I, S, C			
3.9.7	Develop an Incident Report template and procedure;	R, A	I, S, C	I, S	I, S, C			
3.9.8	Populate the Knowledge Management Database and Known Error Database with lessons learnt during the Priority Incident;	R, A	I, S	I, S	I, S			
3.9.9	Provide information to the Cross-Functional and Cloud Services Problem Manager to enable the Problem Management Process and Root Cause Analysis;	R, A	I, S	I, S	I, S			

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3.9.10	Facilitate the integration with the Change Management process should any Urgent or Emergency changes be required to return back to service; and	R, A	I, S	I, S	I, S			
3.9.11	Provide an incident report within 24 hours of a high priority incident.	R, A	I, S	I, S	I, S			
		R, A	I, S					
3.10.1	Together with the Eskom Service Management team define the process of determining the root cause of incidents and communicate this to all Eskom Suppliers ;	R, A	I, S, C	I, S	I, S, C			
3.10.2	Coordinate the diagnoses of the root cause of incidents and determine the resolution of the Problems;	R, A	I, S	I	I, S			

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3.10.3	Maintain information about Problems, workarounds and resolutions in the Knowledge Management System and the Known Error Database;	R, A	I, S	I, S	I, S			
3.10.4	Document the Root Cause Analysis report with input from all Eskom Suppliers and facilitate the sign-off of the report;	R, A	I, S	I, S	I, S			
3.10.5	The report should contain at least the following elements: <ul style="list-style-type: none"> • Description of the Incident; • Sequence of events during the Incident resolution process; and • Measures to resolve the Problem and prevent it from reoccurring 	R, A	I, S	I, S	I, S			

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3.10.6	Log and manage proactive problem tickets, the Knowledge Management System and the Known Error Database. These Problem tickets should be prioritised based on the criticality of the impacted service and acted upon to ensure prevention of major Incidents	R, A	I, S	I	I, S			
3.10.7	Monitor and manage the resolution of any Service Escalations logged by the Service Recipient or any Eskom Service Provider through the relevant governance processes;	R, A	I, S	I	I, S			
3.10.8	Perform trend analysis of Incidents and generate a Problem ticket when the analysis reveals that an underlying problem might exist	R, A	I, S	I	I, S			
3.10.9	Respond to Problem notification from the Service Recipient logged at the Service Desk; and	R, A	I, S	I	I, S, C			

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3.10.10	Facilitate the integration with the Change Management process should the Problem investigation lead to the need for a change to resolve the underlying root cause of the Problem.	R, A	I, S	I, S	I, S			
		R, A	I, S	I	I			
3.11.1	Identify, capture, report, analyse and manage risks	R, A	I, S	I, S	I, S			
3.11.2	Identify preventative and corrective actions related to identified non-conformances;	R, A	I, S	I, S	I			
3.11.3	Coordinate Service audit activities based on the annual Eskom audit plan and or any other audit requirements from the Service Recipient	R, A	I, S	I	I			
3.11.4	Manage non-compliance of Service Providers by facilitating the mitigation activities	R, A	I, S	I, S	I			

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Cross Functional and Cloud Service Provider – RASCI (R= Responsible, A=Accountable, S= Support, C= Consult, I – Inform)								
#	Services	Cross Functional & Cloud Service Supplier	Eskom IT Department responsible for Cross Functional and Cloud Services	Internal Eskom Suppliers	Service Desk Supplier	Encumbent Outsource Suppliers	Other Eskom Suppliers	Comments
		R, A	I, S	I	I			
3.12	Documentation Services are the activities associated with developing, revising, archiving, maintaining, managing, reproducing, and distributing Service Provider information (e.g. Project planning materials, system design specifications, network diagrams, procedures manuals, operations guides, work instructions) in hard copy and electronic form.	R, A	I, S	I	I			
3.13.1	Together with the Eskom Service Management Team identify the format of all reports to be delivered by Eskom Suppliers	R, A	I, S	I	I, S			
3.13.2	Retrieve, collate, distribute and publish all reports on the Eskom Portal	R, A	I, S	I	I			

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3.13.3	Identify any possible improvements to reports or additional reports that might be required for effective service delivery	R, A	I, S	I, S	I, S			
		R, A	I, S	I	I			
3.14.1	The Tenderer must provide secure integration and ensure the secure movement of data between Eskom consumers (i.e. users and applications) and multiple cloud Providers based upon Eskom security policies	R, A	I, S, C	I, S	I			
3.14.2	The Tenderer must provide capabilities that ensure secure service selection without the impairment of service availability and secure, rapid transition among the Cloud Providers under arbitrage. The Tenderer must ensure that the required service level targets are met	R, A	I, S	I	I			

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	by all primary Cloud providers							
3.14.3	The Tenderer must conform to Eskoms Logical Access Management policies, including federated identity management, authentication service, authorisation service and privileged access management	R, A	I, S, C	I,S,C				
3.14.4	The Tenderer must provide security monitoring services for its own services provided	R, A	I, S	I	I			

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3.14.5	The Tenderers security monitoring services must integrate with Eskom's Security Incident and Event Management solution	R, A	I, S	I	I, S, C			
3.14.6	The Tenderer must support Eskom with evidence and information required for investigations and intelligence services, compliant with legal requirements	R, A	I, S	I	I			
3.14.7	The Tenderer must ensure that any infrastructure components used by the Tenderer to render services to Eskom should be secured as not to introduce security risks to the Eskom environment	R, A	I, S	I	I			
3.14.8	The Tenderer must provide and maintain a risk dashboard, including risk portfolio management and compliance to Eskom Information Security policies and standards	R, A	I, S	I	I			

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3.14.9	The Tenderer must provide assurance that the infrastructure used to deliver services to Eskom is secured against unauthorised access and compliant with Eskom information Security Standards	R, A	I, S	I	I			
3.14.10	The Tenderer must ensure that any infrastructure used to enable the Tenderer to deliver services to Eskom is secure and patched	R, A	I, S	I	I			
3.14.11	The Tenderer must ensure data protection services to ensure secure data life cycle management, data leakage prevention, and IP protection, for the services to be rendered to Eskom	R, A	I, S, C	I, S, C	I			

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3.14.12	The Tenderer must ensure that the necessary cryptographic services, including for data in transit, in use and at rest, are available for the services provided by the Tenderer and all external service providers as specified within the Cross Functional and Cloud Services scope of work	R, A	I, S, C	I, S, C	I			
3.14.13	The Tenderer must ensure that security of the facilities hosting infrastructure used to deliver services to Eskom, comply with Eskom's policies	R, A	I, S	I	I			
3.14.14	The Tenderer is responsible to timeously inform the Eskom Information Security Manager when and where it becomes aware of risks or vulnerabilities as per the risk management process	R, A	I, S	I	I			

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3.14.15	The Tenderer must contain any malware outbreak within the period specified within the service level targets	R, A	I, S	I	I			
		R, A	I, S					
3.15.1	Review the customer survey results;	R, A	I, S	I	I			
3.15.2	Consolidate all service improvement plans to address gaps and improve customer satisfaction levels, received from relevant Service Provider(s);	R, A	I, S, C	I	I			
3.15.3	Provide feedback to the Service Recipient on the steps taken towards improving customer satisfaction levels;	R, A	I, S, C	I, S	I			
3.15.4	Execute an annual Customer Satisfaction Survey targeting an agreed audience; and	R, A	I, S	I	I			

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3.15.5	Analyse the results of the annual Customer Satisfaction Survey and identify Service Improvement opportunities, suggest Service Target changes and possible new Services.	R, A	I, S	I, S	I, S			
		R, A	I, S					
3.16.1	Service Request Management — This is the self-service interface by which cloud services are consumed.	R, A	I, S	I, S	I, S			
3.16.2	Provisioning, Orchestration and Automation — Refers to core orchestration/automation/provisioning capabilities IT process automation (ITPA) engines within the CMP or native tools used to provision core infrastructure. This functionality includes user service blueprinting.	R, A	I, S	I	I, S			

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3.16.3	Governance and Policy — Including detailed policy enforcement and governance or lighter tagging. Should also include policies automation to allow reactions to environmental conditions.	R, A	I, S					
3.16.4	Monitoring and Metering — including Base-level monitoring and metering functionality, for monitoring consumption of the cloud resources.	R, A	I, S	I	I			
3.16.5	Multi-cloud brokering — including the enabling of connectivity and content that allows the bridging of on-premises and off-premises cloud resources.	R, A	I, S, C	I	I			

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3.16.6	Continuous Configuration Automation (CCA) —including the provision of configuration management support and the ability to integrate with a CMP where a CMP orchestrates and the CCA tool performs directed automation.	R, A	I, S	I	I			
3.16.7	Security and Identity Management — including risk management, segregation of duties, single sign-on and key management.	R, A	I, S	I	I			
3.16.8	Service-Level Management — includes end-to-end monitoring of the applications and infrastructure.	R, A	I, S	I	I			
3.16.9	Cloud Migration and Disaster Recovery (DR) — The functionality includes cloud readiness determination, discovery, lifting and shifting of workloads between and/or among on-premises and off-premises	R, A	I, S, C	I, S	I			

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	environments.							
3.16.10	Capacity and Resource Planning — which allows for the efficient operational use of the infrastructure footprint and should be combined with cost transparency and optimisation.	R, A	I, S, C	I, S	I			
3.16.11	Cost Transparency and Optimization — The functionality involves enabling tracking budgeting and optimization of the cloud expenses.	R, A	I, S, C	I, S	I			

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3.16.12	The Cloud management tool will make provision for “Traditional IT and Cloud Services and integrate with or incorporate the other tools listed in the Cross Functional Cloud Services scope of work.	R, A	I, S	I, S	I			
3.16.13	The tenderer will provide training on the Cloud Management Platform tool/suite to identified Eskom employees.	R, A	I, S	I, S	I			
3.16.14	The Cloud Management Platform should allow API integration with the toolsets as specified within the Cross Functional and Cloud Services scope, including but not limited to additional Service Management and call logging systems as provided by the Service Desk.	R, A	I, S	I, S	I			

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