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|  | <b>Group IT<br/>Business Requirement<br/>Specification (BRS)</b><br>DEM-02945-X5B8_CR_SET<br>SYSTEM CHANGES | <b>Template Identifier</b> | 240-83570075    | <b>Rev</b> | 6 |
|   |   | <b>Authorisation Date</b>  | 9 November 2018 |            |   |
|   |   | <b>Review Date</b>         | December 2021   |            |   |

## SERVICE REQUEST DETAILS

|                                |                                      |
|--------------------------------|--------------------------------------|
| <b>Business Division</b>       | Finance                              |
| <b>Business Requestor(s)</b>   | Melitza Reddy & Sello Ramathe        |
| <b>Business Senior Manager</b> | Ngoako Huma                          |
| <b>Demand Name</b>             | DEM-02945-X5B8_CR_SET SYSTEM CHANGES |

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## 1. CONTROL TABLE

The table that defines what sections of the document need to be completed for the different types of BRS's is available at the end of the document.

## DOCUMENT TRACKER

| Date       | Author Name | Changes (section changed, page number, from what to what) |
|------------|-------------|---|
| 2018.12.10 | Mulalo      | Initial draft   |
| 2018.12.13 | Mulalo      | Additional info. with business                            |
|            |             |   |

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## 2. CUSTOMER AND STAKEHOLDER DETAILS

### 2.1 Customer Information

| Name   | Department & Division | Role / Expertise        | Contact Info | Participation  |
|--|-----------------------|-------------------------|--------------|--|
| Sello Mathe  | Finance: RMO          | Business Requestor /SME | 011 516 7127 | To participate in all workshops and review draft BRS |
| Melitza Reddy  | Finance: RMO          | Business Requestor/SME  | 011 800 8440 | To participate in all workshops and review draft BRS |
| <b>If BRS is being developed for an approved project the following additional information needs to be defined:</b> |                       |                         |              |  |
| Ngoako Huma  | Finance: RMO          | Business Sponsor/s      | 011 800 2154 | Requirements Approval                                |

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## 2.2 Group IT Information

| Name               | Department & Division | Role / Expertise                       | Contact Info | Participation                                   |
|--------------------|-----------------------|--|--------------|---|
| Mulalo Ratsiku     | Group IT: BPM         | Group IT Business Analyst              | 011 800 2508 | To gather requirements                          |
| Leletu Ndlakuse    | Group IT: ACE         | Group IT ACE Analyst                   | 011 651 6085 | Review the requirements                         |
| Bulelwa Linganiso  | Group IT: ACE         | Group IT ACE Analyst                   | 011 690 4353 | Review the requirements                         |
| Anna Vaghese       | Group IT: ACE         | Group IT Project Manager               | 011 516 7275 | Only wants to participate after BRS draft ready |
| Anita Bezuidenhout | BRM: Group IT         | Group IT Business Relationship Manager | 011 800 6190 | Only wants to participate after BRS draft ready |

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### 3. GLOSSARY OF TERMS / DEFINITIONS

| Term                                       | Definition   |
|--|--|
| Analytics                                  | Refers to the business intelligence capability.  |
| Business Continuity                        | Business continuity encompasses planning and preparation to ensure that an organization can continue to operate in case of serious incidents or disasters and is able to recover to an operational state within a reasonably short period.   |
| Business Intelligence                      | The term Business Intelligence (BI) refers to technologies, applications and practices for the collection, integration, analysis, and presentation of business information. The purpose of Business Intelligence is to support better business decision making. It can also be described as a broad set of data analysis applications, including ad hoc analysis and querying, enterprise reporting, online analytical processing (OLAP), mobile BI, real-time BI, operational BI, cloud and software as a service BI, open source BI, collaborative BI and location intelligence. |
| Business Requirements Specification        | Business requirements specification is the eliciting, analysing and documenting of business requirements early in the development cycle to guide the design of the solution.   |
| Business Rule                              | A business rule is a rule that defines or constrains some aspect of business and always resolves to either true or false. Business rules are intended to assert business structure or to control or influence the behaviour of the business.<br>Business rules describe the operations, definitions and constraints that apply to an organization. Business rules can apply to people, processes, corporate behaviour and computing systems in an organization, and are put in place to help the organization achieve its goals.   |
| Change Request                             | A change request is when an enhancement is made to an existing system that meets specific criteria.  |
| Disaster Recovery / Disaster Recovery Plan | A disaster recovery plan (DRP) is a documented process or set of procedures to recover and protect a business IT infrastructure in the event of a disaster. Such a plan, ordinarily documented in written form, specifies procedures an organization is to follow in the event of a disaster. It is "a comprehensive statement of consistent actions to be taken before, during and after a disaster".   |
| External Agents                            | Sends information to and receive information from analysis area of study/focus area.   |
| Innovation                                 | Innovation generally refers to changing processes or creating more effective processes, products and ideas. For businesses, this could mean implementing new ideas, creating dynamic products or improving your existing services. Predominantly focuses on digitisation type projects.  |
| Process                                    | Set of activities that describe how an activity is executed.   |

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| Term                          | Definition   |
|-------------------------------|--|
| Project                       | A project consists of a concrete and organized effort motivated by a perceived opportunity when facing a problem, a need, a desire or a source of. It seeks the realization of a unique and innovative deliverable, such as a product, a service, a process, or in some cases, a scientific research. Each project has a beginning and an end, and as such is considered a closed dynamic system. It is developed along the 4 Ps of project management: Plan, Processes, People, and Power. It is bound by the triple constraints that are calendar, costs and norms of quality, each of which can be determined and measured objectively along the project lifecycle. Each project produces some level of formal documentation, the deliverable(s), of course, and some impacts, which can be positive and/or negative. |
| Public Finance Management Act | Fruitless and wasteful expenditure, as defined in section 1 of the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999) and the application of procedures related thereto.   |
| Software License Purchase     | A software license is a legal instrument (usually by way of contract law, with or without printed material) governing the use or redistribution of software. All software is copyright protected, in source code as also object code form. The only exception is software in the public domain. A typical software license grants the licensee, typically an end-user, permission to use one or more copies of software in ways where such a use would otherwise potentially constitute copyright infringement of the software owner's exclusive rights under copyright law.   |
| System                        | An organized, purposeful structure that consists of interrelated and interdependent elements (components, entities, factors, members, parts etc.). These elements continually influence one another (directly or indirectly) to maintain their activity and the existence of the system, in order to achieve the goal of the system  |

#### 4. BUSINESS REQUIREMENTS SPECIFICATION FOCUS

The purpose of this document is thus to record and confirm the business requirements for:

- Enhancement to existing solution (change request criteria met and ITSO have approved option)

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## 5. REASON FOR THE REQUIREMENT

### 5.1 Define the current business challenges / issues that need to be addressed

RMO (Result Management Office) has developed a SET (Strategic Execution Tool) that is used for capturing, tracking and reporting on strategic initiatives. Furthermore, SET is proposed as a tool to be utilized for tracking and reporting SR18 strategic initiatives to CEO, CFO and COO.

As the business began to utilize the system, RMO has identified the gaps and improvements. For example:

- The milestone robots
- The speed issues across the whole tool need to be enhanced. See section 7 for detailed requirements.

The implications of not solving these business challenges may result in the following risks:

- Buying an off the shelf product.
- The potential PFMA (Public Finance Management Act) finding as a result of not using the current SET tool.
- Without the use of this tool, power point slides are being used and therefore there is no governance process around figures reported. It is also easily for individuals to remove initiatives, and this compromises accountability.
- The business will also not be able to:
  - Ensure bottom line tracking of the initiatives, to deliver targets;
  - Drive value for Eskom by ensuring that initiatives with high impact are prioritised; optimally allocate scarce resources to the highest value initiatives;
  - Ensure Eskom leadership has visibility of key milestones and achievements.

### 5.2 Define the high level gaps between the “As-Is” and “To-Be” state

| As Is Statement  | To Be Statement  | Therefore the high level gap is:                    |
|--|--|---|
| Adding new users to the system: Currently the business log a call for IT to add new users on the | The business need to have a screen where they will capture the details of the users and give | The business unable to add new users to the system. |

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| As Is Statement  | To Be Statement  | Therefore the high level gap is:                                  |
|--|--|---|
| system   | access.  |   |
| Currently there is no tool to track the progress of the initiatives.   | Milestone robot is required to track the progress of the initiatives   | Progress tracking solution  |
| Speed performance issue (Currently the system is very slow and it takes more than a minute to process things) for example: For the dashboard to appear with information already captured and to move from one IL to the other. | The speed issues across the whole tool need to be enhanced. The dashboard should appear in few seconds other than minutes. | The system is not performing in the speed that it is expected to. |

## 6. AS IS AND TO BE BUSINESS PROCESS ACTIVITY MAPPING

### 6.1 As-is business process

6.1.1 Identify the PCM and list the PCM activities that are impacted:

Not applicable

## 7. BUSINESS REQUIREMENTS

### 7.1 High level Requirements

As per the demand form the following was identified and confirmed:

- Risk and milestone robots
- Milestone and IL dates
- Email notification issue
- Admin screen
- Speed (performance) issue – USVD call to be logged by business and ask to assign call to GIT ACE team
- Increase limit of no of users – No limit on the number of users.
- Share the initiatives between programs
- Variance between targets and actuals

### 7.2 Detailed requirements and Business rules

7.2.1 Define the detailed business requirements in number form ensuring that the functionality is sorted and described in functionality groupings.

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| Req No. | Functionality grouping                        | Functionality   | Business Rule No and Description  | Priority / phasing |
|---------|---|---|---|--------------------|
| FR1     | Risk and milestone robots and IL dates robots | The robots are used to indicates whether the risks milestones and IL Dates are delayed/ at risk.  | <ul style="list-style-type: none"> <li>• Calculations will be done in percentage.</li> <li>• The following factors will be used to determine the calculation :               <ul style="list-style-type: none"> <li>○ Start date</li> <li>○ Current date,</li> <li>○ End date</li> <li>○ Total Time</li> <li>○ Used Time</li> <li>○ Available time</li> </ul> </li> <li>• If Project Available Time is Greater than or equal to 5% the Status is Green, Else, if Project Available Time is between 4% and 1%, then Status is Yellow, otherwise Status Red.</li> </ul> | Very high          |
| FR2     | Email notification issue                      | Delay of email notification for approval, when the user submits the request to be added on the system.  | Call logged   | Very high          |
| FR3     | Admin screen                                  | The functionality to enable RMO to Add/modify users Update the approvers for programme, focus area and initiative and to see where the approvals are sitting:   |   | Very high          |
| FR4     | Speed (performance) issue                     | The system is slow, it takes more than a minute for example: <ul style="list-style-type: none"> <li>• For dashboard to appear for information already captured and to move from one IL to the next</li> </ul> | A call need to be logged and assigned to the K2 Team.   | Very high          |

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| Req No. | Functionality grouping                 | Functionality  | Business Rule No and Description | Priority / phasing |
|---------|--|--|----------------------------------|--------------------|
|         |  | <ul style="list-style-type: none"> <li>For attachments captured to appear it also takes a while.</li> </ul>  |                                  |                    |
| FR5     | Increase limit of no of users          | No limit - confirmed   |                                  |                    |
| FR6     | Share the initiatives between programs | Initiatives under different program should be able to be linked to a divisional view.  |                                  | Very high          |
| FR7     | Variance between targets and actuals   | <ul style="list-style-type: none"> <li>There should be a field created that calculates the difference between actuals and targets.</li> <li>There should also be a field created to input variance explanations</li> </ul> |                                  | Very high          |

### 7.3 Information/data requirements

Not applicable

### 7.4 Define the legal requirements.

Not applicable, this is a change request to enhance the functionality of the existing tool.

### 7.5 Intellectual Property

All intellectual property belongs to Eskom.

## 8. REPORTING REQUIREMENTS

Not applicable

## 9. NON FUNCTIONAL REQUIREMENTS

### 9.1 User interface requirements

Not applicable.

### 9.2 System Integration requirements

Not applicable

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### 9.3 Access requirements

Not applicable, this applies when a new user is requesting access to the system.

### 10. PRECONDITIONS

Not applicable.

### 11. TRAINING

Not applicable.

### 12. CORPORATE, DIVISIONAL AND DEPARTMENTAL PLAN ALIGNMENT

#### 12.1 Strategic alignment

12.1.1 Select the Eskom Shareholder's Strategic Intent Statement (SIS) that are supported by this requirement:

| SIS  | Supported (Y/N) | How   |
|--|-----------------|---|
| Provide reliable, predictable and affordable electricity in line with the approvals and regulatory model by NERSA. |                 |   |
| Ensure and maintain a financially viable and sustainable company.  | X               | <ul style="list-style-type: none"> <li>Mapping the strategic alignment against organisational initiatives by clearly identifying and prioritising initiatives for the RMO tracking and analysis.</li> <li>Prioritise initiatives to drive maximum shareholder value and focused value realisation for Eskom from DTC 2 initiatives.</li> <li>Ensure achievement of Delta savings targets by ensuring delivery and results of all initiatives working with implementation teams, and Office of the CFO (Chief Financial</li> </ul> |

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| SIS   | Supported (Y/N) | How   |
|---|-----------------|---|
|   |                 | Officer) to resolve issues. <ul style="list-style-type: none"> <li>Track the value of initiatives in IL4 and IL5, alerting OpCo/ExCo of any slippage on initiatives.</li> <li>Reconcile savings to latest estimates and ensure continued delivery of saving.</li> </ul> |
| Consolidate socio-economic contribution to ensure alignment to national transformation imperatives. |                 |   |
| Reduce the impact on the environment.   |                 |   |
| Ensure that company structure is responsive to changing energy landscape.                           |                 |   |
| Submit annual strategic documents and report on progress.   | X               | RMO has developed a Strategic Execution Tool that they use for implementation, tracking and reporting on strategic initiatives. It has been proposed as a tool to be utilized for tracking and reporting SR18 strategic initiatives to CEO, CFO and COO.                |
| Conduct reporting in line with regulatory model, with profit and loss for each licensee.            |                 |   |

12.1.2 Define the Divisional Focus areas / mandates being supported and indicate how the requirement is in support thereof.

Group Finance's mandate is to position Eskom as the investment opportunity of choice.

12.1.3 Define the Departmental Focus areas / mandates being and indicate how the requirement is in support thereof.

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The Results Management Office (RMO) mandate is to co-ordinate, monitor and drive the execution of the strategic key initiatives across the business. All of the identified key initiatives across the business are recorded in SET for implementation, tracking and reporting purpose.

The purpose of the RMO is to highlight key performance issues and corrective interventions and to provide transparency on performance issues through the collaboration with the various delivery streams and steering committees.

### 13. CHANGE REQUEST COSTING ONLY

Not applicable

### 14. POSSIBLE OPTIONS

Not applicable, requirements have been shared with the developers and they understand what needs to be done.

### 15. REFERENCES

The following documents have been referenced or used to compile this Business Requirements Specification including Process Control Manuals.

| Number         | Name   | Location |
|----------------|--|----------|
| DEM-02945-X5B8 | <br>DEM-02945-X5B8_C<br>R_SET system change | xRM      |
|                | <br>20170523_RMO ops<br>manual_V4.docx      |          |

### 16. DOCUMENT ACKNOWLEDGEMENT

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Disclaimer: Formal governance processes will need to be followed prior to obtaining approval for the implementation of the business requirements specification and the initiation of a project plan.

| Name            | Role  | Signature  | Date       |
|-----------------|---|--|------------|
| Mulalo Ratsiku  | Group IT BPM Business Analyst                             |  | 14/12/2018 |
| Melitza Reddy   | Business Requestor /SME                                   |  | 14/12/2018 |
| Sello Ramathe   | Business Requestor /SME                                   |  | 14/12/2018 |
| Leletu Ndlakuse | Group IT ACE Analyst (only for Analytics related demands) |   | 9/01/2019  |

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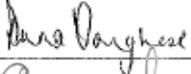
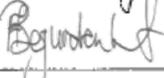
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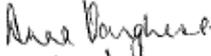
## 17. DOCUMENT APPROVAL

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

Disclaimer: Formal governance processes will need to be followed prior to obtaining approval for the implementation of the business requirements specification and the initiation of a project plan.

| Name               | Role  | Signature  | Date     |
|--------------------|---|--|----------|
| Ngoako Huma        | Senior Business Manager / Business Sponsor                                |  | 14/12/19 |
| Anna Varghese      | Group IT <del>ACE</del> <sup>ANALYTICS RESPONSE</sup> Development Manager |  | 14/01/19 |
| Anita Bezuidenhout | Group IT Business Relationship Manager                                    |  |          |

1. PROJECT MANAGER TO BE ASSIGNED TO MANAGE BOTH ANALYTICS & K2 SYSTEM OUTPUTS ON THIS CHANGE REQUEST
2. FRI & FRT (BOLLET1) PERTAIN TO ANALYTICS (POWER AI) DEVELOPMENT TO BE HANDED OVER TO ACE SUPPORT
3. BY SIGNING THIS DOCUMENT, I RECORD THE RELEASE OF THE BUSINESS ANALYST FROM THIS DELIVERABLE (BRS COMPILATION)

  
14/01/2019

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## 18. ABBREVIATIONS

| Abbreviation | Description   |
|--------------|---|
| ACE          | Analytics Centre of Excellence Department                           |
| ARIS         | Architecture of Integrated Information Systems                      |
| BCP          | Business Continuity Plan  |
| BI           | Business Intelligence (also known as Analytics)                     |
| BPM          | Business Process Manager  |
| BRS          | Business Requirements Specification                                 |
| CFO          | Chief Financial Officer   |
| CR           | Change Request  |
| DR           | Disaster Recovery   |
| DFD          | Data Flow Diagram   |
| GIT          | Group Information Technology Division, also referred to as Group IT |
| IL           | Implementation Level  |
| ITSO         | Information Technology Service Operations                           |
| IT           | Information Technology  |
| KPA          | Key Performance Area  |
| KPI          | Key Performance Indicator   |
| PCM          | Process Control Manual  |
| PFMA         | Public Finance Management Act                                       |
| RMO          | Result Management Office  |
| SET          | Strategy Execution Tool   |
| SIS          | Strategic Intent Statement  |
| SLA          | Service Level Agreement   |
| UI           | User Interface  |

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## 19. CONTROL TABLE

This table defines what sections of the document need to be completed for the different types of BRS's.

| Section Number | Section Description   | Change Request | BRS1          | BRS2       | BRS A (Analytics) | Innovation Project |
|----------------|---|----------------|---------------|------------|-------------------|--------------------|
| 2.1            | Customer information  | Y              | Y             | Y (Review) | Y                 | Y                  |
| 2.2            | Group IT information  | Y              | Y             | Y (Review) | Y                 | Y                  |
| 3              | Glossary of terms / definitions   | Y              | Y             | Y (Review) | Y                 | Y                  |
| 4              | Business requirements specification focus area                            | Y              | Y             | Y (Review) | Y                 | Y                  |
| 5              | Reason for the requirement  |                |               |            |                   |                    |
| 5.1            | Define the current business challenges / issues that need to be addressed | Y              | Y             | Y (Review) | Y                 | Y                  |
| 5.2            | Define the high level gaps between the "As-Is" and "To-be" business       | Y              | Y             | Y (Review) | Y                 | Y                  |
| 6              | As-is and To-be business process mapping                                  |                |               |            |                   |                    |
| 6.1            | As-is business process  | Y              | Y             | Y (Review) | Y                 | Y                  |
| 6.2            | To-be business process  | N              | N             | Y (Review) | Y                 | Y                  |
| 7              | Business requirements   |                |               |            |                   |                    |
| 7.1            | High level requirements   | Y              | Y             | Y (Review) | Y                 | Y                  |
| 7.2            | Detailed requirements and business rules                                  | Y              | Y             | Y (Review) | Y                 | Y                  |
| 7.3            | Information/data requirements   | Y              | Y (Highlevel) | Y (Detail) | Y (Detail)        | Y (Highlevel)      |
| 7.4            | Data flow diagram / Context diagram                                       | N              | N             | Y          | Y                 | N                  |
| 7.5            | Use case diagram  | N              | N             | Y          | N                 | Y (Optional)       |
| 7.6            | Legal requirements  | Y              | Y             | Y (Review) | Y                 | Y                  |

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| Section Number | Section Description  | Change Request | BRS1          | BRS2       | BRS A (Analytics) | Innovation Project |
|----------------|--|----------------|---------------|------------|-------------------|--------------------|
| 7.7            | Intellectual property  | Y              | Y             | Y (Review) | Y                 | Y                  |
| 8              | <b>Reporting requirements</b>  |                |               |            |                   |                    |
| 8.1            | High level reporting requirements  | Y              | Y             | N          | Y                 | Y                  |
| 8.2            | Detailed reporting requirements  | Y              | Y (Review)    | Y          | Y                 | N                  |
| 9              | <b>Non-functional requirements</b>   |                |               |            |                   |                    |
| 9.1            | User interface requirements  | N              | N             | Y          | Y                 | N                  |
| 9.2            | System Integration requirements  | N              | N             | Y          | Y                 | N                  |
| 9.3            | Access requirements  | Y (Depends)    | N             | Y          | Y                 | Y                  |
| 9.4            | Archiving requirements   | N              | N             | Y          | N                 | Y                  |
| 9.5            | Disaster recovery  | N              | Y             | Y (Review) | Y                 | N                  |
| 9.6            | Business continuity  | N              | N             | Y          | Y                 | N                  |
| 10             | <b>Out of scope and preconditions</b>  |                |               |            |                   |                    |
| 10.1           | Define any preconditions and dependencies that impact the business requirement | Y              | Y (Highlevel) | Y (Review) | Y                 | Y (Highlevel)      |
| 11             | <b>Training</b>  |                |               |            |                   |                    |
| 11.1           | High level training requirements   | Y              | N             | Y          | Y                 | N                  |
| 11.2           | Possible types of high level training that will be required                    | Y              | N             | Y          | Y                 | N                  |
| 12             | <b>Corporate, divisional and departmental plan alignment</b>                   |                |               |            |                   |                    |
| 12.1           | Business strategy supported  | Y              | Y             | Y (Review) | Y                 | Y                  |
| 12.1.1         | Eskom strategic pillar/s that are supported by this requirement                | Y              | Y             | Y (Review) | Y                 | Y                  |
| 12.1.2         | Critical targets that are supported by this requirement                        | Y              | Y             | Y (Review) | Y                 | Y                  |
| 12.1.3         | Divisional plans supported by this requirement                                 | Y              | Y             | Y (Review) | Y                 | Y                  |

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| Section Number | Section Description  | Change Request | BRS1              | BRS2       | BRS A (Analytics) | Innovation Project |
|----------------|--|----------------|-------------------|------------|-------------------|--------------------|
| 12.1.4         | Departmental plans supported by this requirement                                   | Y              | Y                 | Y (Review) | Y                 | Y                  |
| 13             | Change request costing (BRM responsibility according to demand management process) | Y              | N                 | N          | N                 | N                  |
| 14             | Possible options   | Y              | N                 | N          | Y (Depends)       | N                  |
| 15             | References   | Y              | Y                 | Y (Review) | Y                 | Y                  |
| 16             | Document acknowledgement   | Y              | PDF no signatures | Y          | Y                 | Y                  |
| 17             | Document approval  | Y              | PDF no signatures | Y          | Y                 | Y                  |
| 18             | Abbreviations  | Y              | Y                 | Y (Review) | Y                 | Y                  |
| 19             | Control table  |                |                   |            |                   |                    |

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