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		<b>Authorisation Date</b>	9 November 2018		
		<b>Review Date</b>	December 2021		


## SERVICE REQUEST DETAILS

<b>Business Division</b>	Risk and Sustainability
<b>Business Requestor(s)</b>	Palesa Peta
<b>Business Senior Manager</b>	Robert Koch
<b>Demand Name</b>	DEM-02943-Q2Q1_BRS1_Incident Command Platform ERCC

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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.


### 1.1 DOCUMENT TRACKER

<b>Date</b>	<b>Author Name</b>	<b>Changes (section changed, page number, from what to what)</b>
25/02/2019	W. Tybosch	Initial draft
13/03/2019	J. Correia	Document Update
13/03/2019	L. Van Der Merwe	Document Update

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## 2. CUSTOMER AND STAKEHOLDER DETAILS


### 2.1 Customer Information

Name	Department & Division	Role / Expertise	Contact Info	Participation
Palesa Peta	Risk and Sustainability & Resilience	Business Requestor	0115167899/ 0791897740	Demand submission on behalf of the business
Malcom Van Harte	Risk and Sustainability & Resilience	Business Subject Matter Expert	0118002522/ 0814887577	Provide business requirements input
Liza Van Der Merwe	Risk and Sustainability & Resilience	Business Subject Matter Expert	0118004098/ 0827479636	Provide business requirements input
Jose Correia	Risk and Sustainability & Resilience	Business Process Owner	0115167341/ 0832947889	Provide business requirements input and ensure that business process, procedures, policies are adhered to
<b>If BRS is being developed for an approved project the following additional information needs to be defined:</b>				
Robert Koch	Risk and Sustainability & Resilience	Business Sponsor/s	0115167220/ 0834544790	Provide an executive support

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## 2.2 Group IT Information

Name	Department & Division	Role / Expertise	Contact Info	Participation
Weaver Tybosch	Business Process Management & GIT	Group IT Business Analyst	0118006198/ 0733020453	Business requirements elicitation and documentation
Tebogo Moloji	Business Process Management & GIT	Group IT Business Analyst	0115167453	To ensure the Quality Assurance standards are adhered to
Diane Small	Business Process Management & GIT	Group IT Business Process Middle Manager	0118004049/ 0767313940	Assign Business Analyst resource to demand
Themba Notununu	Business Relationship Management & GIT	Group IT Business Relationship Manager	0118003963/ 0833089724	Demand Form submission and DRC presentation

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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. 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.
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. ABBREVIATIONS

Abbreviation	Description
NC	Nerve Centre
NCC	National Control Centre
ERCC	Eskom Response Command Centre
EOC	Emergency Operating Centre
PJJC	Provincial Joint Command Centre
DIVTCC	Divisional Tactical Command Centre
PEOC	Provincial Emergency Operating Centre
Munics	Municipalities
SANDF	South African National Defence Force
SAPS	South African Police Services
ACE	Analytics Centre of Excellence Department
ARIS	Architecture of Integrated Information Systems
BCP	Business Continuity Plan

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Abbreviation	Description
BI	Business Intelligence (also known as Analytics)
BPM	Business Process Manager
BRS	Business Requirements Specification
CR	Change Request
DR	Disaster Recovery
DFD	Data Flow Diagram
GIT	Group Information Technology Division, also referred to as Group IT
ITSO	Information Technology Service Operations
IT	Information Technology
KPA	Key Performance Area
KPI	Key Performance Indicator
PCM	Process Control Manual
SIS	Strategic Intent Statement
SLA	Service Level Agreement
UI	User Interface

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## 5. BUSINESS REQUIREMENTS SPECIFICATION FOCUS

The purpose of this document is thus to record and confirm the business requirements for: (select appropriate one and remove all other options):

- Analytics (business intelligence related requirement)
- Enhancement to existing solution (change request criteria met and ITSO have approved option)
- New solution

## 6. REASON FOR THE REQUIREMENT

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

The stipulations of the National Disaster Risk Management Framework require that Eskom implement an Information and Communication System to support the business obligations during disaster scenarios (such as National Blackout incident). Additionally, emergencies require efficient response and communication to be well coordinated and efficiently resolved. These demands will allow the management of business abnormal conditions, from the response to the recovery of the disaster and/or business continuity incident(s), in such a way that limits the damage to Eskom's equipment, service and reputation.

Currently incidents are managed using a combination of tools, processes and resources. These include Word, WhatsApp, SharePoint sites and Excel spreadsheets. The following are business challenges with regards to current information collaboration and data consolidation:

- Too much time is spent consolidating incident information from various data sources i.e. WhatsApp, SharePoint, Ms word, Ms excel, emails
- There is the manual intervention during data consolidation, this intervention is prone to human error and data inconsistency
- The business is utilizing 20 personnel to consolidate the incident data from various data sources resulting in duplication of the effort
- There is no proper collaboration between various emergency stakeholders who need to share emergency response plans. Currently the response plans are shared amongst stakeholders via email, which limits the concurrent participation of stakeholders


### 6.2 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:
<ul style="list-style-type: none"> <li>• Too much time is spent consolidating incident information from various data sources i.e. WhatsApp, SharePoint, Ms word, Ms excel, emails</li> </ul>	Reduce turnaround time through integration of systems	Turnaround time
There is the manual intervention during data	Reduce manual intervention through business process	No alternative to manual intervention

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As Is Statement	To Be Statement	Therefore the high level gap is:
consolidation, this intervention is prone to human error and data inconsistency since the business utilizes 20 personnel to consolidate the incident data from various data sources.	automation	
The business utilizes 20 personnel to consolidate the incident data from various data sources	Business process automation will help the business create efficiency with its human resources	Inefficiency
There is no proper collaboration between emergency various stakeholders	Collaboration tool to share all emergency plans, procedures etc. amongst various stakeholders	Collaboration

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

### 7.1 AS-IS Flow Chart


The following flow chart depicts the business activities, information flow amongst business entities when an emergency situation emanates.

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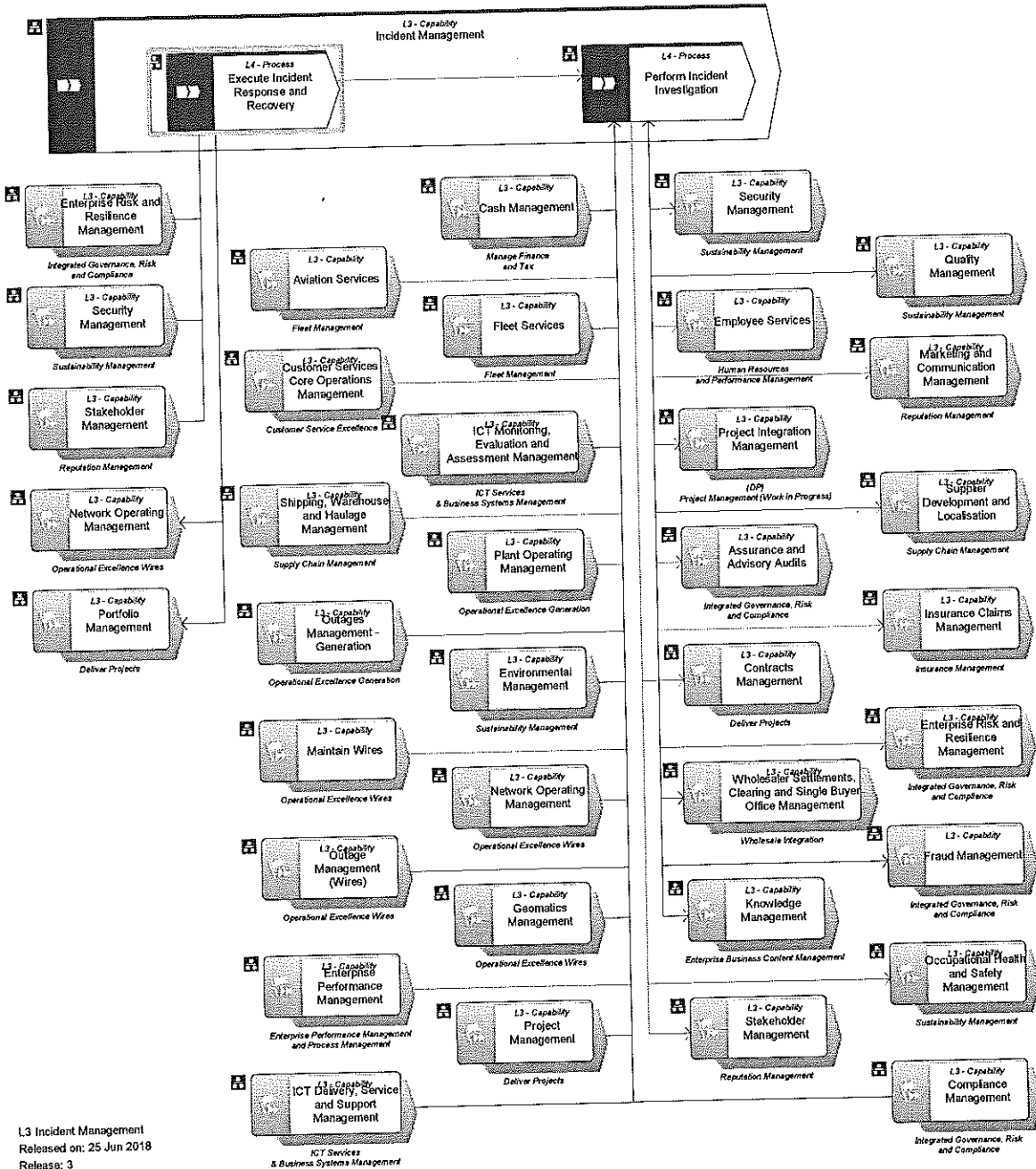
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7.2 AS-IS Process Control Manual

7.3 Incident Management - 240-51122806




L3 Incident Management  
 Released on: 25 Jun 2018  
 Release: 3

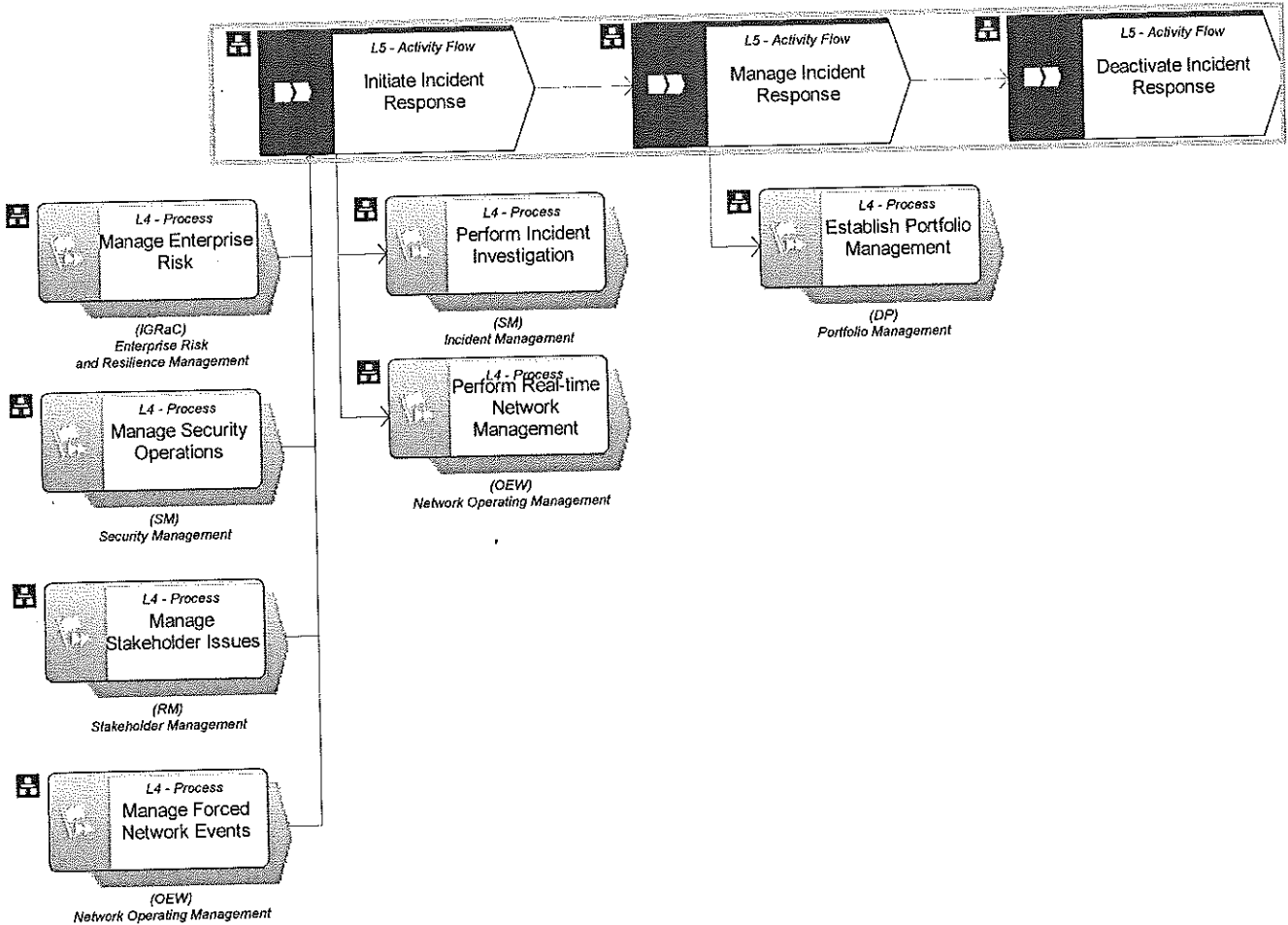
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### 7.3.1 Execute Incident Response and Recovery - 240-123919038




L4 Execute Incident Response and Recovery  
 Release: 3  
 Released on: 25 Jun 2018

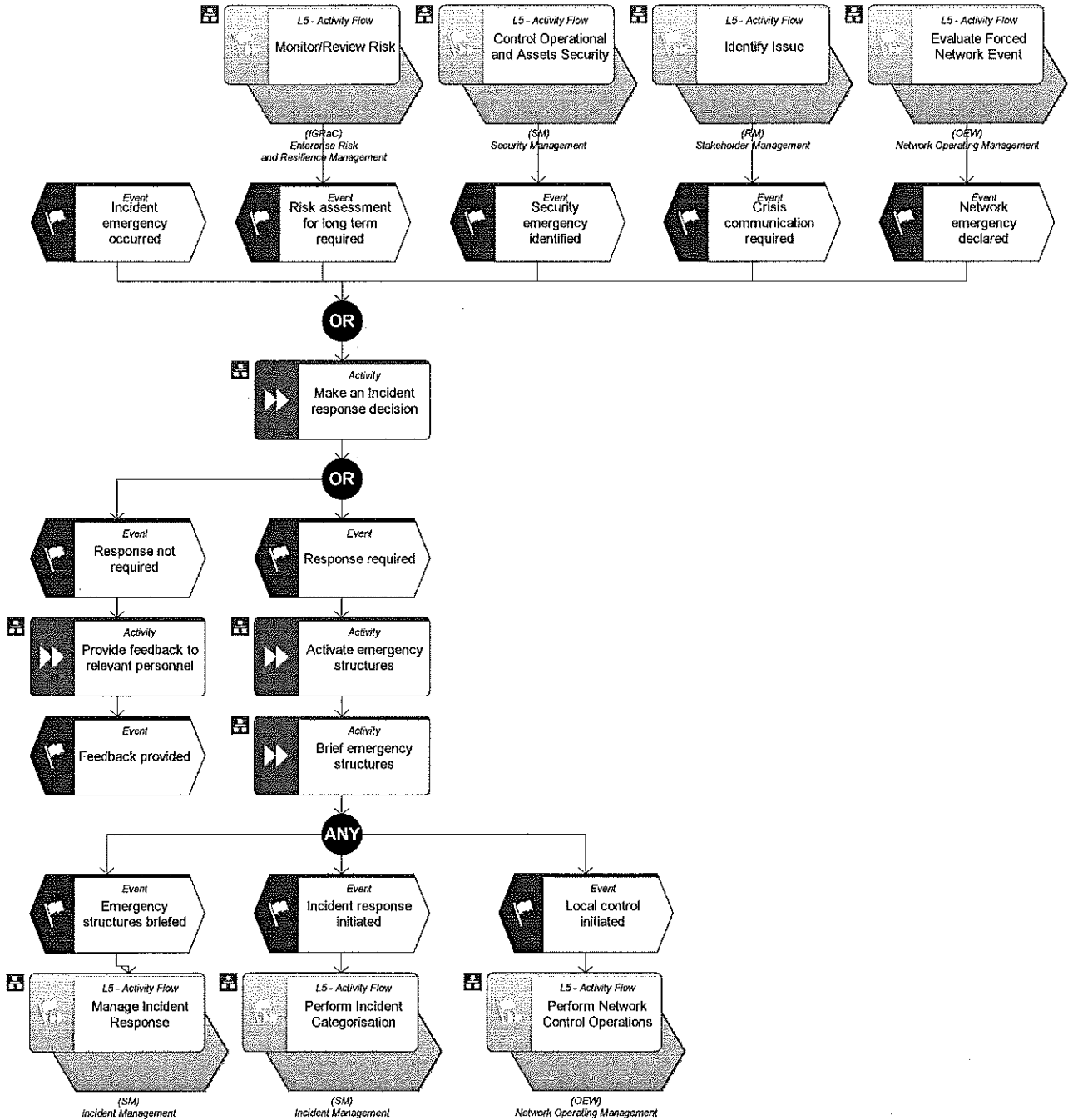
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### 7.3.1.1 Initiate Incident Response




L5 Initiate Incident Response  
Release: 3  
Released on: 25 Jun 2018

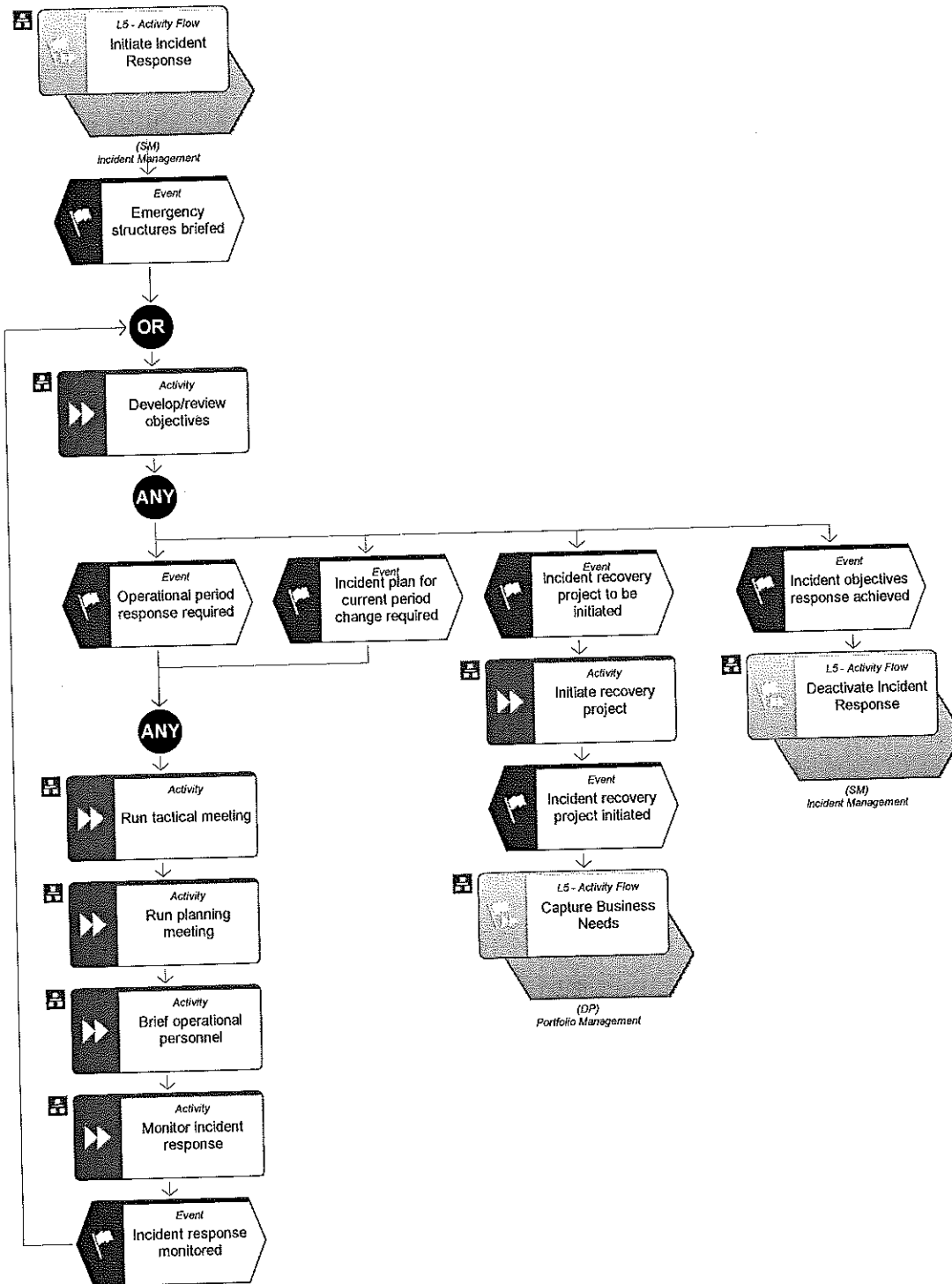
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### 7.3.1.2 Manage Incident Response




L5 Manage Incident Response  
Release: 3  
Released on: 25 Jun 2018

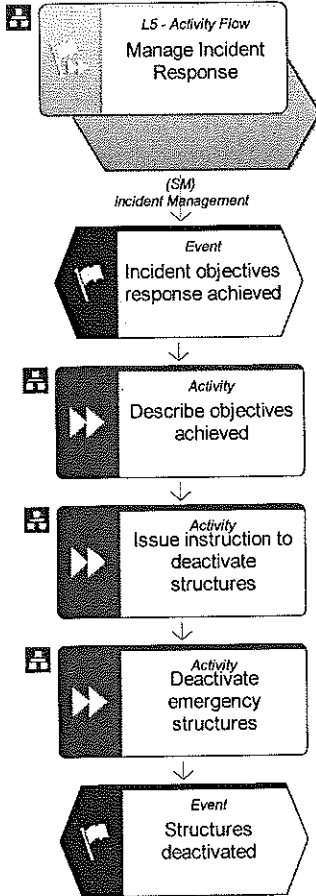
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### 7.3.1.3 Deactivate Incident Response



L5 Deactivate Incident Response  
Release: 3  
Released on: 25 Jun 2018

## 8. BUSINESS REQUIREMENTS

### 8.1 High level Requirements

Eskom requires an integrated communication platform to support the emergency response structures in order to respond more quickly and adequately to emergency situations to minimise the risk of revenue loss and support the sustainability of the organisation. The solution should guarantee uptime under emergency conditions to manage the flow of information during a disaster or continuity incident, such as severe supply constraint conditions, cyberattacks or a national blackout.


### 8.2 Detailed requirements and Business rules

Functionality grouping	BRS Number	Functionality	Priority / phasing
------------------------	------------	---------------	--------------------

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Functionality grouping	BRS Number	Functionality	Priority / phasing
Notification and Alerts	BRS 1	Ability to send notifications and alerts to various relevant stakeholders using the secured platform	High
		Ability to monitor values and raise an alert when defined thresholds are reached	High
		Ability to define the rules based on which alerts should be raised	High
		Ability to specify levels of response activations for various alert thresholds that determine different alert dissemination and response protocols	High
		BRS 1.1	Ability to issue and disseminate emergency alerts
		Ability to send and receive emergency alerts	High
		Ability to specify whether notifications / alerts need to be acknowledged by their recipients	High
		Ability to track whether notifications / alerts have been acknowledged within specified time frame	High
		Ability to escalate notifications / alerts if not acknowledged within specified time frame	High
	BRS 1.2	Ability to send emergency related instructions to relevant stakeholders	High
		Ability for recipients of notifications / alerts to reply / respond to standard feedback requests that can be customised by original sender	High
	BRS 1.3	Ability to issue emergency notifications to relevant stakeholders	High
	BRS 1.4	Ability to share a critical information pertaining to the incident condition – two-way flow: dissemination and response	High
	BRS 1.5	Ability to view alerts raised and escalated between Operational Nerve Centres, Tactical Command Centres, Strategic Command, National Control/System Operator, Provincial Emergency Operations Centres, Provincial Emergency Operations Centres	High
	Data/Information Consolidation	BRS 2	Ability to consolidate information from disparate data sources for a better decision making

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Functionality grouping	BRS Number	Functionality	Priority / phasing
	BRS 2.1	Ability to integrate information from various data sources e.g. WhatsApp, SharePoint, MS Excel, MS Word	High
	BRS 2.2	Ability to have an access to identified critical information sets	High
	BRS 2.3	Ability to view information spatially	High
	BRS 2.4	Ability to integrate a disparate flow of information (including instructed data, e.g. from social media, e.g. WhatsApp groups, SMS, emails, SharePoint posts)	High
		Ability to assign prioritisation and categorization rules to determine urgency among disparate data flows through which specific information packages needs to be rise to the top ito response priorities	High
		Ability to update map display with information from disparate information flows	
		Ability to track & update divisional allocation with information from disparate information flows	
	BRS 2.5	Ability to have an integrated view of incident response & response resources activated	High
		Ability to track updates and consolidate status against prioritised incident objectives	
Tracking	BRS 3	Ability to track the resources pertaining to incident resolution and action plans	High
	BRS 3.1	Ability to track resource requests, support handling of requests, allocation and movement of resources	High
	BRS 3.2	Ability to track incident related expenditure	High
	BRS 3.3	Ability to track all documents and records pertaining to the incident	High
	BRS 3.4	Ability to track the status of information messages	High
Communication and Controlled instructions	BRS 4	Ability to define and differentiate on communication types	High
	BRS 4.1	Ability to define communication types i.e. informative, instructive and controlled instructions	High
Information and	BRS 5	Ability to distribute incident relevant data,	High

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Functionality grouping	BRS Number	Functionality	Priority / phasing
Document Distribution		documents	
	BRS 5.1	Ability to pre-distribute plan instructions to specific individuals for rapid response	High
	BRS 5.2	Ability to define and build communication templates	High
Electronic log of IAP			
	BRS 6.1	Capability to audit log all decisions made about IAP	High
	BRS 6.2	Ability to log shift information – plan & actual	High
	BRS 6.3	Ability to log stakeholder information – contact details and records of engagements	High
	BRS 6.4	Ability to log team rosters/contact details	High
	BRS 6.5	Ability to log incident assignment list	High
	BRS 6.6	Ability to log a frequency of communication intervals	High
	BRS 6.7	Ability to log all decisions and assumptions	High
Scenarios	BRS 7	Ability to define possible events outcomes pertaining to possible action plans	High
	BRS 7.1	Ability to define and test different scenarios to address the action plans	High
		Ability to pre-build exercise scenario and execute it during planned exercise	Medium
		Ability to pre-build event scenarios (e.g. world cup or elections) and execute these based on decision paths as events unfold	Medium

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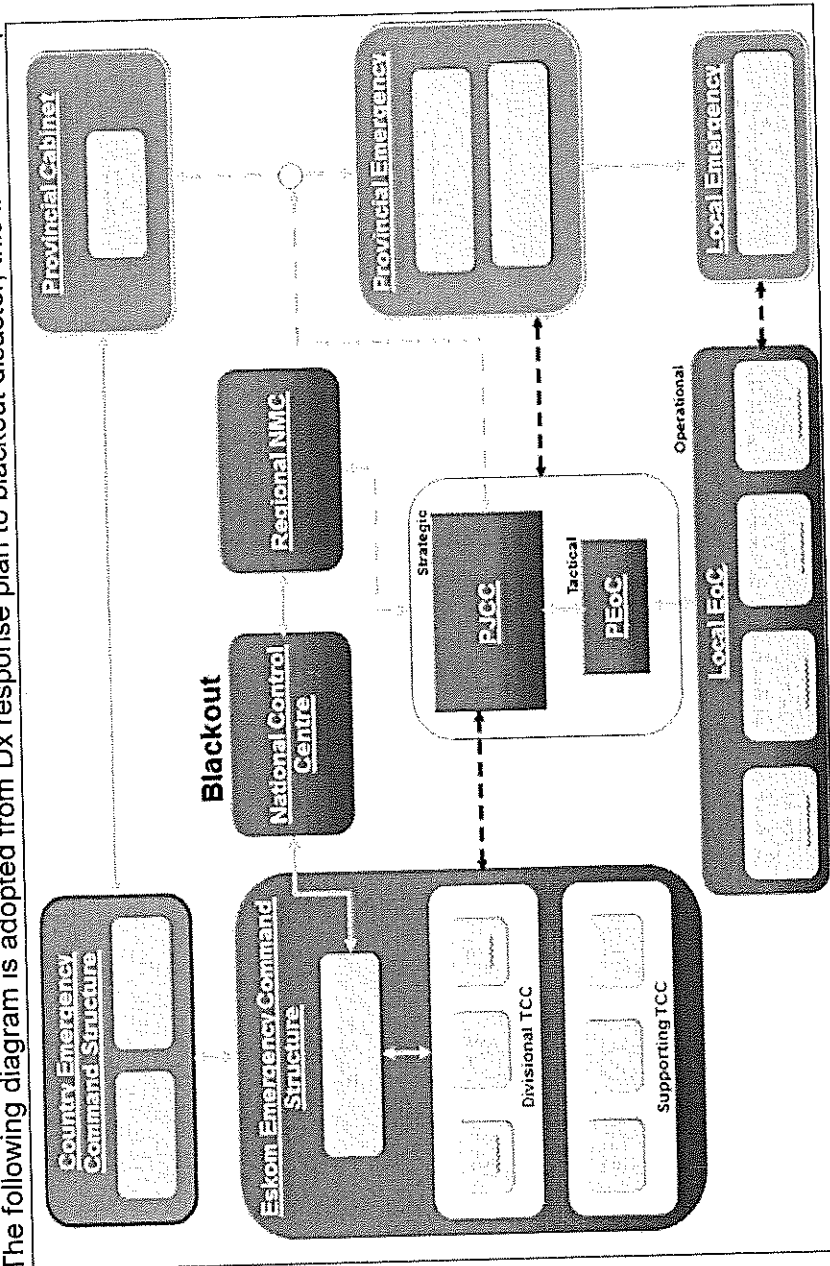
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### 8.3 Information/data requirements

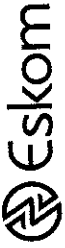
The following diagram is adopted from Dx response plan to blackout disaster, this includes role players and information exchange.



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### 8.3.1 National Control

- Determines the state of the Power System(Islanded Units, Blackout Scenario) and Communicates the blackout status to the ERCC and CE; This information will later be relayed via the Nerve Centre to the Divisional NMCs, PJCC and PEOCs.
- NCC to provide guidance in terms of the load block requirements for the restoration phase.
- Information on the current status of the network in terms of Restoration Island.
- Possible network risks(Infrastructure, restoration paths etc.) are to be communicated.
- Communicates to IPP customers on the status of the power system and when the alternative sources can be connected to the grid
- Constantly provide updates on the power grid on a National Level

### 8.3.2 Transmission Grids

1. Provide information on the status of restoration and indicate support requirements from Divisional.
2. Engagement of aviation authorities for assistance(if required ) during the restoration and response process.
3. Confirm restoration phase with Divisional within the PJCC such that the correct restoration phase is executed each and everytime.

### 8.3.3 Distribution

- Provide information on the status of the power system(preparation and restoration) to the PJCC and PEOC. This entails information on the customer type and load restored(MMV).
- Provide information to the number of customers restored, the district or areas restored during each restoration phase.
- Continuously assess the restoration requirements for the next phase/stage to assess the readiness and support requirements from other divisions.
- Communicates with Munics/Metros on the restoration phase and load requirements from the NMCs. In doing this, also confirm the load restored from the Munic/Metro perspective and provide this information to NCC and PJCC

### 8.3.4 Eskom Telecommunications

- Status information of the ET network(back-bone and critical embedded comms) in terms of back-up requirement for DC and Diesel Gens.
- Telecoms supervisory control at substation - Status on the communication.
- Ops desk within the ET Control to provide feedback on the Telecomms security risks, sites successfully restored via the Divisional network.

### 8.3.5 Eskom Security

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- Safety and security of the staff and plant assets.
  - Provide information on the security status of key critical buildings(CNCs, PJCC sites, TCC sites, PEOC sites etc.), critical coal and water supply points and National Key points.
- 8.3.6 Corporate Affairs Division**
- Distribute predetermined communication protocol for blackout incidents
  - Compile the consolidated view of the PJCC. Communicates a consolidated view on communication to internal and external structures
- 8.3.7 Group Customer Services**
- Inform key critical customers such as Munits, Metros and Key Industrial Customers on the Status of Power System.
  - Obtain information from key critical customers on the readiness status in terms of restoration and recovery.
  - Assist in the compilation of the customer information within the PEOC and NMC environment in terms of areas/districts restored
- 8.3.8 Primary Energy Division (PED)**
- Continuously provides Distribution with the situational awareness are critical primary energy requirements at power stations. 2. Provides information on the reserve levels for water and coal.
  - Communicates with Divisional(PJCC and NMCs) to provide assistance for when pump stations are to be run full load/ key mines supplying power stations where coal supplies are running low.
  - If needed, Divisional to provide security support for critical supplies feeding to the pumping stations within provinces.
- 8.3.9 Disaster Management**
- Feedback on disasters that may have occurred within the Province(specific location) or that may impact disasters on a National level(e.g. protests, severe drought, flooding etc.).
  - Information on support requirements from SANDF, SAPS and external security structures.
  - Ability to ingest alerts send by NDMC to Eskom using national alert protocol
  - Ability for Eskom to raise and disseminate alerts to NDMC using national alert protocol

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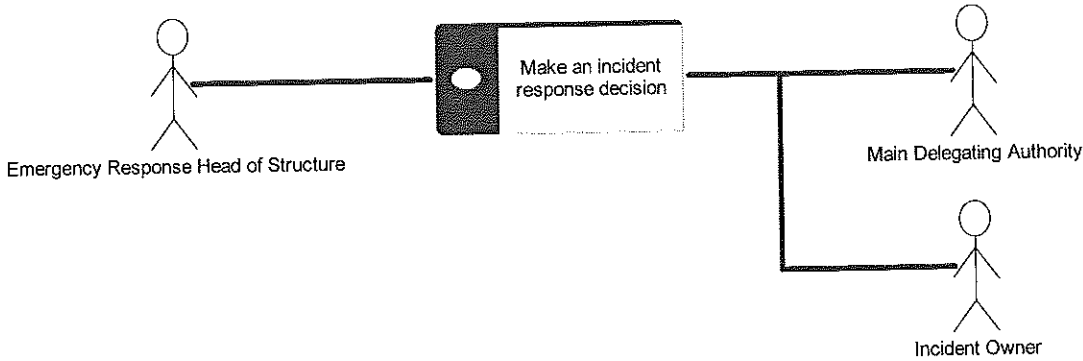
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## 8.4 Use Cases

### 8.4.1 Execute Incident Response and Recovery –“AS-IS”




<b>Use Case No:</b>	UC 0.1
<b>Use Case Name:</b>	Make an incident response decision (Send Notifications and Alerts)
<b>Goal in Context:</b>	Make a decision to activate the structures based on the following Incident situation: <ul style="list-style-type: none"> <li>• Activate the structure when predefined trigger point has been reached.</li> <li>• Instruct activation of the emergency response structure at lower levels when an activation of structures higher in the emergency hierarchy is requested.</li> <li>• The head of Incident response structure decides to convene for a specific Incident.</li> <li>• The main delegating authority of Incident response structure instructs the chairperson to convene for a specific Incident.</li> </ul>
<b>Scope:</b>	<ul style="list-style-type: none"> <li>• Main Delegating Authority</li> <li>• Incident Owner</li> <li>• Main Delegating Authority</li> <li>• Incident information</li> <li>• Identified Security Deficiencies</li> <li>• Issue Briefing Document</li> <li>• Reviewed Risk information</li> </ul>
<b>Level:</b>	High
<b>Preconditions:</b>	Pre-developed emergency management response structures.
<b>Success End Condition:</b>	<ul style="list-style-type: none"> <li>• Incident response initiated</li> <li>• Security emergency identified</li> </ul>
<b>Failed End Condition:</b>	
<b>Primary Actor:</b>	Emergency Response Head of Structure

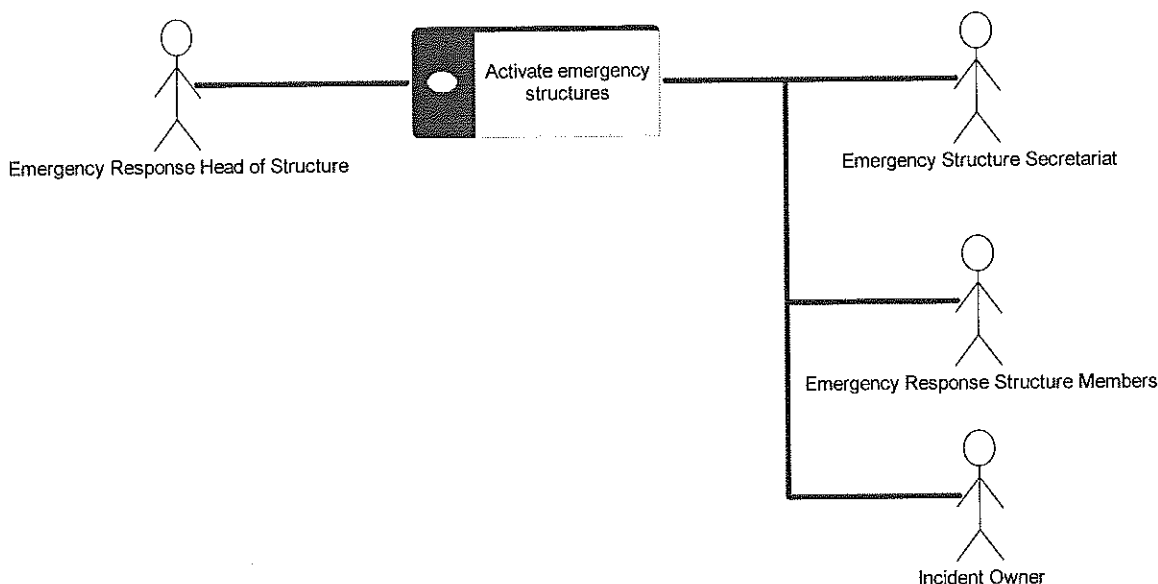
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<b>Secondary Actor:</b>	<ul style="list-style-type: none"> <li>• Main Delegating Authority</li> <li>• Incident Owner</li> </ul>
<b>Trigger:</b>	Security emergency identified Crisis communication required
<b>Main Success Scenario (Basic Flow)</b> <ol style="list-style-type: none"> <li>1. Make an incident response decision           <ol style="list-style-type: none"> <li>a. Instruct activation of the emergency response structure at lower levels when an activation of structure higher in the emergency hierarchy is requested</li> <li>b. The head of incident response structure decides to convene for a specific incident</li> <li>c. The main delegating authority of Incident response structure instruct the chairperson to convene for a specific incident</li> </ol> </li> </ol>	
<b>Alternative Flow</b>	
<b>Open Issues:</b>	




<b>Use Case No:</b>	UC 0.2
<b>Use Case Name:</b>	Activate emergency structures (Send Notifications and Alerts)
<b>Goal in Context:</b>	Activate pre-existing emergency structures at strategic, tactical and operational level. The processes for activating such structures are

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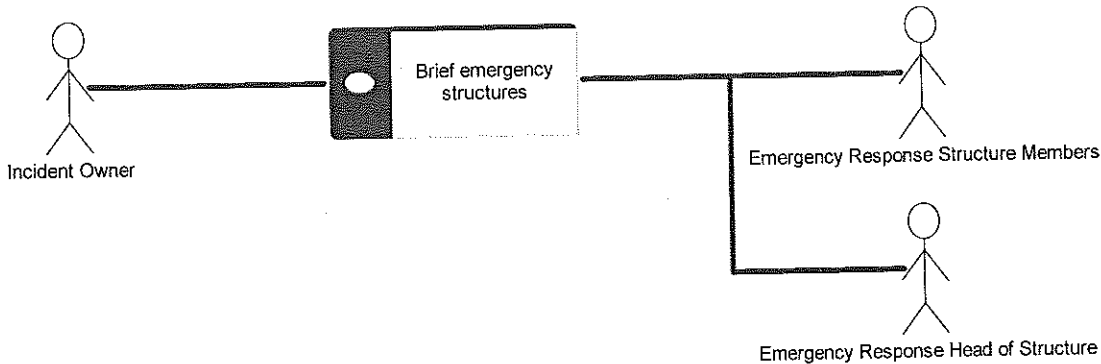
	pre-defined for each structure and follow a predictable course. This might include a decision on a venue, an initial assessment by the head of such a structure on the extra-ordinary personnel that need to be part of it, and the time to convene, if not immediately.
<b>Scope:</b>	<ul style="list-style-type: none"> <li>• Emergency Structure Secretariat</li> <li>• Emergency Response Head of Structure</li> <li>• Incident Owner</li> <li>• Emergency Incident decision</li> </ul>
<b>Level:</b>	High
<b>Preconditions:</b>	<ul style="list-style-type: none"> <li>• 32-123: Emergency Planning Standard</li> <li>• Pre-developed emergency management response structures.</li> </ul>
<b>Success End Condition:</b>	<ul style="list-style-type: none"> <li>• Incident structures activation information</li> </ul>
<b>Failed End Condition:</b>	
<b>Primary Actor:</b>	Emergency Response Head of Structure
<b>Secondary Actor:</b>	<ul style="list-style-type: none"> <li>• Emergency Structure Secretariat</li> <li>• Emergency Response Head of Structure</li> <li>• Incident Owner</li> </ul>
<b>Trigger:</b>	Security emergency identified Crisis communication required
<b>Main Success Scenario (Basic Flow)</b> <ol style="list-style-type: none"> <li>1. Activate emergency structures             <ol style="list-style-type: none"> <li>a. Include a decision on a venue</li> <li>b. Initial assessment by the head of structure</li> <li>c. Time to convene</li> </ol> </li> <li>2.</li> </ol>	
<b>Alternative Flow</b>	
<b>Open Issues:</b>	

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<b>Use Case No:</b>	UC 0.3
<b>Use Case Name:</b>	Brief emergency structures (Send Notifications and Alerts)
<b>Goal in Context:</b>	Formally brief the structure about the nature of the Incident and any ongoing response that is in place. This consists of a report/s from several functions/areas responding to the Incident. The report includes a general contextual report to ensure all the affected areas are accounted for.
<b>Scope:</b>	<ul style="list-style-type: none"> <li>Emergency Response Head of Structure</li> <li>Emergency Response Structure Members</li> <li>Incident Owner</li> <li>Incident structures activation information</li> </ul>
<b>Level:</b>	High
<b>Preconditions:</b>	Pre-developed emergency management response structures.
<b>Success End Condition:</b>	<ul style="list-style-type: none"> <li>Incident structure brief</li> </ul>
<b>Failed End Condition:</b>	
<b>Primary Actor:</b>	Incident Owner
<b>Secondary Actor:</b>	<ul style="list-style-type: none"> <li>Emergency Response Head of Structure</li> <li>Emergency Response Structure Members</li> </ul>
<b>Trigger:</b>	Security emergency identified Crisis communication required
<b>Main Success Scenario (Basic Flow)</b>	
<ol style="list-style-type: none"> <li>1. Brief emergency structures             <ol style="list-style-type: none"> <li>a. About the nature of the incident</li> <li>b. Ongoing response in place</li> <li>c. Reports from several functions/areas responding to the incident</li> </ol> </li> </ol>	
<b>Alternative Flow</b>	

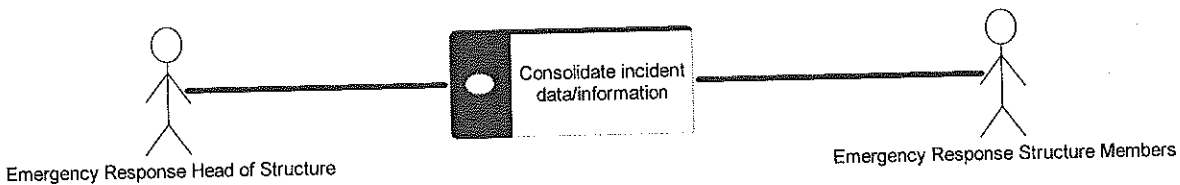
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**Open Issues:**




<b>Use Case No:</b>	UC 0.4
<b>Use Case Name:</b>	Consolidate incident data/information
<b>Goal in Context:</b>	This entails gathering information continuously about the Incident, the context (media, public, network etc.) and the resources either already deployed or available to be deployed. Using this information, the resources are redeployed in order to move from the abnormal situation either threatening to, or actually preventing the delivery of a service, to a normal, in which the risk of such service interruption has reduced to acceptable levels.
<b>Scope:</b>	<ul style="list-style-type: none"> <li>• WhatsApp,</li> <li>• SharePoint,</li> <li>• MS Excel,</li> <li>• MS Word</li> <li>• Email</li> <li>• Photo's</li> <li>• Maps</li> </ul>
<b>Level:</b>	High
<b>Preconditions:</b>	<ul style="list-style-type: none"> <li>• Access to identified critical information sets structures.</li> </ul>
<b>Success End Condition:</b>	<ul style="list-style-type: none"> <li>• integrated view of incident response, response resources activated</li> </ul>
<b>Failed End Condition:</b>	
<b>Primary Actor:</b>	Emergency Response Head of Structure
<b>Secondary Actor:</b>	Emergency Response Structure Members
<b>Trigger:</b>	Emergency structures briefed
<b>Main Success Scenario (Basic Flow)</b>	
<ol style="list-style-type: none"> <li>1. Identify the data sources e.g. WhatsApp, SharePoint, MS Excel, MS Word etc.</li> <li>2. Interrogate the data sources</li> </ol>	

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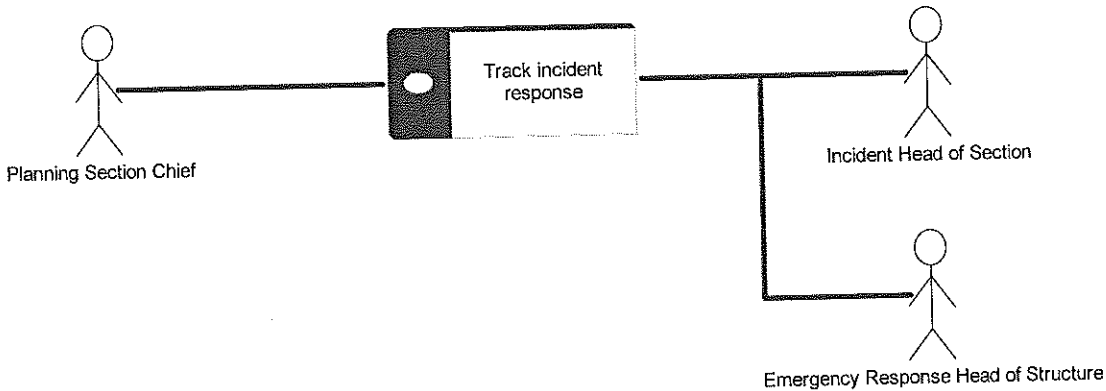
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3. Identify critical information sets
4. Extract critical information from data sources
5. Consolidate the extracted data from data sources
6. Develop the reports using the consolidate data

**Alternative Flow**

**Open Issues:**




<b>Use Case No:</b>	UC 0.5
<b>Use Case Name:</b>	Track incident response
<b>Goal in Context:</b>	Track the resources pertaining to incident resolution and action plans.
<b>Scope:</b>	<ul style="list-style-type: none"> <li>• Planning Section Chief,</li> <li>• Emergency Response Head of Structure</li> <li>• Incident Head of Section</li> <li>• Incident</li> </ul>
<b>Level:</b>	High
<b>Preconditions:</b>	<ul style="list-style-type: none"> <li>• Incident</li> </ul>
<b>Success End Condition:</b>	<ul style="list-style-type: none"> <li>• Incident Response Status</li> </ul>
<b>Failed End Condition:</b>	
<b>Primary Actor:</b>	Planning Section Chief
<b>Secondary Actor:</b>	Emergency Response Head of Structure Incident Head of Section
<b>Trigger:</b>	Operational Personnel Execute Activities

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**Main Success Scenario (Basic Flow)**

1. Incident Monitoring include
  - a. Monitoring of plan progress
  - b. Monitoring of incident status
  - c. Monitoring of incident assigned resources
  - d. Monitoring of the equipment acquisition.

**Alternative Flow**

**Open Issues:**

**8.5 Define the legal requirements.**

The table below depicts regulatory and compliances the business need to adhere to with regards to Disaster and Risk Management.

BRS Number	Functionality	Legal Requirement. Response Y/N If Yes, provide legal document number / clauses
LR 1	Legal Compliance	Yes - Disaster Management Act 57 of 2002
LR 2	Adherence and Compliance to Regulatory	Yes – National Disaster Risk Management Framework

**8.6 Intellectual Property**

All the business data intellectual property belongs to Eskom.

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**9. REPORTING REQUIREMENTS**

**9.1 High level reporting requirements**

The following table is an example of the Dx Divisional response plan, used in case of the blackout disaster. However, each and every Division got its own response plan

REPORT NAME	FREQUENCY	PURPOSE	DATA (Fields)	STAKEHOLDERS					
				Country Emergency Command Structure	Eskom Emergency Command Structure	Provincial Cabinet	Provincial Emergency	Local Emergency	Local EoC
Blackout Response Plan	Adhoc	To provide guidance and direction to the Divisional Tactical and Strategic operations in the event of disaster	Division, Business Unit, Document Identifier, Prepared for, Compiled by, Functional Responsibility, Accountability, Information Security disclaimer, Disaster Scenario, Document Title, Context to the compliances requirements, Scope, Purpose, Applicability,	X	X	X	X	X	X

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STAKEHOLDERS			
REPORT	FREQUENCY	PURPOSE	DATA (Fields)
Action Decision Log	Adhoc	To track the progress of disaster recovery action plan	Assumptions, Emergency Response Structure, Roles and Responsibilities, Information Exchange, Pillars assurance, Development team, Action Decision Log Number, Date, Time, Information/Decision/Action taken, Responsible person
			X
			X
			X
			X
			X

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## 10. NON FUNCTIONAL REQUIREMENTS

### 10.1 User Interface requirements

The following are some of the common user interface components, but not limited to:

#### 10.1.1 Data Capturing Window

- The Data Capturing Window will allow the user to capture the basic information
- The Data Capturing Window will allow the user to edit/update the captured information
- The Data Capturing Window will allow the user to filter and view the captured information
- The Data Capturing Window will allow the user to attach the supporting documents
- The Data Capturing Window will allow the user to import and export data using the common data format such as CSV and Excel

#### 10.1.2 Logon Window

- The Logon Window shall enable a user to enter a user name and password
- The Logon Window will indicate to the user if the user name and password were accepted
- The Logon Window shall allow the user to accept or reject command authority for the system

#### 10.1.3 Report Window

- The Report Window shall allow the user to select and view reports generated by the system
- The Report Window shall allow the user to select the information to be included in a report format, including the time frame the report is to cover

#### 10.1.4 Help Window

- The Help Window shall allow the user to request and display help information

#### 10.1.5 Main Window

- The Main page will have all the menus that lead to different Windows
- The Main window will have the content that describe the business and its mandate

### 10.2 System integration requirements


The following table depicts the information flow between various stakeholders. For detailed information, please see section 8.3 (information/data requirements)

Information	Source	Destination	Frequency
Blackout status	National Control	<ul style="list-style-type: none"> <li>• ERCC</li> <li>• CE</li> <li>• Divisional NMCs</li> <li>• PJCC</li> <li>• PEOCs</li> </ul>	Real time
Restoration status	Transmission Grids	<ul style="list-style-type: none"> <li>• PJCC</li> </ul>	Real time
Status of Power System	Distribution	<ul style="list-style-type: none"> <li>• NCC</li> </ul>	Real time

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		<ul style="list-style-type: none"> <li>PJCC</li> <li>PEoC</li> </ul>	
Load Requirement	NMCs	<ul style="list-style-type: none"> <li>Distribution</li> <li>Customer</li> </ul>	Real time
Security status of <ul style="list-style-type: none"> <li>key critical buildings,</li> <li>critical coal and supply points</li> <li>critical corridors</li> </ul>	Eskom Security	<ul style="list-style-type: none"> <li>All</li> </ul>	Adhoc
Predetermined communication protocol	Corporate Affairs Division	<ul style="list-style-type: none"> <li>All</li> </ul>	Adhoc
Status of Power System	Group Customer Service	<ul style="list-style-type: none"> <li>Key Critical Customers</li> </ul>	Real time
Readiness Status	Key Critical Customers	<ul style="list-style-type: none"> <li>Group Customer Services</li> </ul>	Real time
Reserve level of water and coal	Primary Energy Division	<ul style="list-style-type: none"> <li>Distribution</li> </ul>	Real time
Reserve level of diesel	Commercial	<ul style="list-style-type: none"> <li>Generation</li> </ul>	Real time
Reserve level of fuel oil	Commercial	<ul style="list-style-type: none"> <li>Generation</li> </ul>	Real time
Provincial disaster	<ul style="list-style-type: none"> <li>SANDF</li> <li>SAPS</li> <li>External security structures</li> </ul>	<ul style="list-style-type: none"> <li>Disaster Managent</li> </ul>	Adhoc
National Disaster	<ul style="list-style-type: none"> <li>SANDF</li> <li>SAPS</li> <li>External security structures</li> </ul>	<ul style="list-style-type: none"> <li>Disaster Management</li> </ul>	Adhoc

### 10.3 Access requirements


The table below depicts user profiles i.e. who has access to product, what they access and how include user restrictions to certain information.

Req ID	Functional item or data	Users (or profiles) & Access rights								
		ERHS	MDA ES	IO	ESS	ERS M	LG	IC	PSC	IHS
AR 0.1	Emergency incident decision	RW	R							

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AR 0.2	Incident structure activation information	R		R	RW					
AR 0.3	Incident structure brief	R		RW		R				
AR 0.4	Integrated view of incident response	R	R	R	R	R	R	R	R	R
AR 0.5	Incident Response Status	R							RW	

**Legend:**

- ERHS – Emergency Response Head of Structure
- MDAES – Main Delegating Authority Emergency Structure
- IO – Incident Owner
- ESS – Emergency Structure Secretariat
- ERSM – Emergency Response Structure Member
- LG – Logistic Group
- LC – Logistic Chief
- IC – Incident Commander
- PSC – Planning Section Chief
- HIS – Incident Head of Section
- RW – Read and Write
- R – Read Only

**10.4 Archiving requirements**

According to Occupational Health and Safety Act, No. 85 of 1993, the retention period for reported incident records at work should be 3 years

**10.5 Disaster recovery requirements**

To protect against data loss resulting from hardware failure, backups are required. Both native backup/recovery functions and an interface for connecting 3rd party backup tools are available. The system replication would be set up so that it replicates data and logs to a secondary standby system in full synchronous mode and configured as an exact copy of the active primary system - including tenant databases, with the same number of active hosts in each system. The solution is specified for full redundancy, with comprehensive data back-ups to address the protection of operational application and configuration data.


**10.6 Business Continuity**

In case of the Incident Command Platform being down or unavailable due to unforeseen circumstances or planned maintenance, the business will revert back to current solution of tools combination i.e. MS Word, Whatsapp, SharePoint, Excel and data consolidation. Once the Incident Command Platform become available as the service, the business will capture the data manually from current solution to Incident Command Platform.

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## 11. PRECONDITIONS AND DEPENDENCIES

### 11.1 PRECONDITIONS

- NMCs will function from standby generators to support SCADA and telephony systems with diesel supply arrangements to sustain functioning beyond 14 days. Facilities will be responsible to ensure that these facilities are able to meet these requirement
- Group IT to shut down non-essential equipment and only mission critical systems and applications will be available for the duration of the blackout
- Each province to identify the critical and non-critical staff
- Standard Operating procedures will be activated to support the recovery of the power system (DC conservation, etc.)
- Internal and External communication to be facilitated by communication structures
- Each province will conduct self-assessments to ensure readiness of the response capability within the province
- Provinces will appoint the relevant people to engage at the provincial command structures.
- Metros to have their own blackout restoration to support Eskom's National plan
- Customer services to have engaged all the customers around blackout awareness (Metros, Munics, Top Customers, Medium Customers)
- Provincial Engagement to be facilitated by the PJCC and PEOC (Local Emergency structures will take over engagements locally if required)
- Critical substation batteries can support operations for 8 to 12 hours

### 11.2 DEPENDENCIES

- Cell phone communication will be congested and only available for 2-4 hours (Impact communication to Urban and Rural customers)
- Radio communication to field staff constrained after 8 hours which will necessitate implementation of local control measures
- HR will provide guidelines on how to deal with staff that are not required at work
- Fuel supply for operating and private vehicles will be constrained. Fuel and Transportation needs to be managed by Commercial and Finance
- Appointment of the disaster management coordinator for blackout
- Security to facilitate the securing of prioritized sites as the need arises

## 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	Y	

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approvals and regulatory model by NERSA.		
Ensure and maintain a financially viable and sustainable company.	Y	
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.		
Conduct reporting in line with regulatory model, with profit and loss for each licensee.	Y	Resilience management is informed by: (i) the Disaster Management Act No 57 of 2002 (and amendments); (ii) the key performance areas and enablers in the National Disaster Management Framework; (iii) the International Business Continuity Management (BCM) standard (ISO 33201) and related BCI Good Practice Guideline; and, (iv) the FEMA/SA Incident Command System (ICS).

### 12.1.2 Divisional Focus Areas / Mandates being supported

The Group's mandate is to "provide long-term sustainable business performance and growing stakeholder confidence by providing strategic and functional leadership to Eskom on Zero Harm, Technology Innovation, Quality, Risk and Resilience, Sustainable Development, Low Carbon Growth, and Reducing the Environmental Footprint".


### 12.1.3 Departmental Focus Areas / Mandates being supported

Risk and Resilience's mandate is to provide and maintain one integrated Enterprise Risk and Resilience Management framework, methodology and system enabling the organisation to apply an integrated risk-based approach to organisational strategy, business planning, and business management ensuring sustainability and resilience.

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### 13. REFERENCES


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

Number	Name	Location
240-123919038	Execute Incident Response and Recovery	<a href="http://hyperwave.eskom.co.za/240-123919038">http://hyperwave.eskom.co.za/240-123919038</a>
240-51122806	Incident Management	<a href="http://hyperwave.eskom.co.za/240-51122806">http://hyperwave.eskom.co.za/240-51122806</a>

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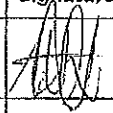
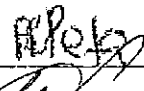

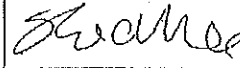
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**14. DOCUMENT ACKNOWLEDGEMENT**

By signing this document, the people listed record their agreement 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
Weaver Tybosch	Group IT BPM Business Analyst		25/03/2019
Palesa Peta	Business Requestor		03/04/2019
Malcom Van Harte	Business Subject Matter Expert		12/04/2019
Liza Van Der Merwe	Business Subject Matter Expert		19/3/2019

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15. DOCUMENT APPROVAL

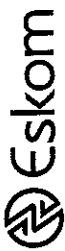
By signing this document, the people listed record their approval on the contents of this document.

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Name	Role	Signature	Date
Diane Small	Group IT Business Process Manager		1/4/2019
Robert Koch	Senior Business Manager / Business Sponsor		17/11/18
José Correia	Business Process Owner		2019/03/20
Themba Notununu	Group IT Business Relationship Manager (if applicable)		1/4/2019

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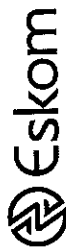
**16. CONTROL TABLE**

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)

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Section Number	Section Description	Change Request	BRS1	BRS2	BRS A (Analytics)	Innovation Project
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
7.7	Intellectual property	Y	Y	Y (Review)	Y	Y
8	<b>Reporting requirements</b>	Y	Y	N	Y	Y
8.1	High level reporting requirements	Y	Y (Review)	Y	Y	N
8.2	Detailed reporting requirements	Y	Y (Review)	Y	Y	N
9	<b>Non-functional requirements</b>	N	N	Y	Y	N
9.1	User interface requirements	N	N	Y	Y	N
9.2	System Integration requirements	Y (Depends)	N	Y	Y	Y
9.3	Access requirements	N	N	Y	N	Y
9.4	Archiving requirements	N	N	Y (Review)	Y	N
9.5	Disaster recovery	N	N	Y	Y	N
9.6	Business continuity	N	N	Y	Y	N
10	<b>Out of scope and preconditions</b>	Y	Y (Highlevel)	Y (Review)	Y	Y (Highlevel)
10.1	Define any preconditions and dependencies that impact the business requirement	Y	Y (Highlevel)	Y (Review)	Y	Y (Highlevel)
11	<b>Training</b>	Y	N	Y	Y	N
11.1	High level training requirements	Y	N	Y	Y	N

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Section Number	Section Description	Change Request	BRS1	BRS2	BRS A (Analytics)	Innovation Project
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 (Review)	Y (Review)	Y	Y
12.1.1	Eskom strategic pillar/s that are supported by this requirement	Y	Y (Review)	Y (Review)	Y	Y
12.1.2	Critical targets that are supported by this requirement	Y	Y (Review)	Y (Review)	Y	Y
12.1.3	Divisional plans supported by this requirement	Y	Y (Review)	Y (Review)	Y	Y
12.1.4	Departmental plans supported by this requirement	Y	Y (Review)	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	Y	Y	Y (Review)	Y	Y

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