

	Scope of Work	Eskom Corporate Affairs Department (CAD)
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Title: PROVISION OF THE APPOINTMENT OF A PANEL OF MEDIA BUYING AGENCIES	Unique Identifier: 559-504839155 Alternative Reference Number: N/A Area of Applicability: Eskom Group Functional Area: Strategic Marketing and Branding Document Type: Revision: 1 Total Pages: 18 Next Review Date: N/A Disclosure Classification: CONTROLLED DISCLOSURE
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ABSTRACT

This document forms part of the New Engineering Contract, Professional Services Contract 3rd Edition.

The document defines the Scope of the *services* required from the *Consultant*:
The appointment of a panel of media buying agencies

I. Media Buying

- Account management
- Media strategy and planning services
- Media buying services
- Media measurement
- Connection plans
- Programmatic buying
- Market insights

**CONFIGURATION
CONTROL
Document History**

Rev.	Date	Preparer	ECPs	Changes
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Document Approval

Action	Function	Designation	Signature
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ABBREVIATIONS

This list contains the abbreviations used in this document.

Abbreviation or Acronym	Definition
SEM	Socio-economic measure
MW	Megawatt – an electricity measure
M & V	Measurement and Verification
ATL	Above the Line
TTL	Through the Line
DTP	Desktop Publishing
SOW	Statement of Works

DEFINITIONS

Term	Definition
Accepted Programme Activity <i>activity schedule</i> <i>Consultant</i> Contract Data <i>Employer</i> <i>key person</i> <i>period for retention</i> Scope <i>services</i> Time Charge	These terms are defined in the New Engineering Contract, Professional Services Contract, 3 rd edition.

Term	Definition
Data Item	A document, drawing or set of data (on paper or in electronic format).
Deliverable	A contractual deliverable in terms of the Scope of <i>services</i>
Milestone	A date on the Accepted Programme by which an identified group of activities has to be completed.
Qualification	All activities required, including analysis, simulation, demonstration and laboratory and field-testing necessary to demonstrate that the design of the Deliverables conforms to the requirements.
Technical Review	A review by the <i>Employer</i> of Deliverables, submitted by the <i>Consultant</i> for Acceptance, as part of the <i>Employer's</i> Acceptance process.
Above the Line (ATL)	ATL focuses on mass media promotion to reach a large audience. ATL includes media such as radio, TV, print media such as newspapers and magazines, and billboards.
Through the Line (TTL)	TTL communication, combines both above the line (ATL) and below the line (BTL), is to reach a large audience through traditional media channels while also establishing one-on-one connections with individual consumers.

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Term	Definition
Desktop Publishing (DTP)	Desktop Publishing is a modern printing process that uses personal computers and design software to create and edit layouts for producing all kinds of materials. including reports, books, magazines, brochures, flyers, and newsletters.

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Table of Contents

1. INTRODUCTION	6
1.1 SCOPE	6
1.2 EMPLOYER'S OBJECTIVE	7
2. APPLICABLE DOCUMENTS	7
2.1 STANDARDS, GUIDELINES, HANDBOOKS AND REGULATIONS	7
3. SCOPE OF SERVICES	7
3.1 PORTFOLIO: MEDIA BUYING	7
3.1.1 Media strategy and planning – The media buying agency is expected to –	7
3.1.2 Media buying – The media buying agency is expected to –	8
4. ASSOCIATED REQUIREMENTS AND ACTIVITIES	10
4.1 PROJECT MANAGEMENT	10
4.1.1 Account manager	10
4.2 PROGRAMME AND PLANNING	10
4.2.1 Baseline and accepted programme	10
4.2.2 Details of the accepted programme	11
4.3 PROGRESS MONITORING AND REPORTING	11
4.3.1 Progress made with a task order	11
4.3.2 Progress reporting	11
4.4 QUALITY MANAGEMENT	11
4.5 REVIEW AND ACCEPTANCE OF DELIVERABLES	Error! Bookmark not defined.
4.6 STATUS MEETINGS	12
5. DELIVERABLES	13
5.1 SCHEDULE OF DELIVERABLES	13
5.2 SCHEDULE OF STATUS MEETINGS	14
6. RECEIVABLES	14
6.1 DOCUMENTS	14
6.2 OTHER RECEIVABLES	14
6.3 ADDITIONAL INFORMATION REQUIRED	14
6.4 CHANGES TO EMPLOYER-FURNISHED INFORMATION	14
7. REQUIREMENTS APPLICABLE TO DELIVERABLES	14
7.1 GENERAL DOCUMENT FORMAT	14
7.1.1 General	14
7.1.2 Document format	15
7.2 FORM OF DOCUMENT RETENTION	16
7.3 DOCUMENT COPIES AND SOFTWARE FORMATS	16

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1. INTRODUCTION

The panel of media buying agencies work on various Eskom marketing campaigns guided by the Eskom programme managers. The media buying work will be fairly distributed between the various media buying agencies on the panel. All the major campaigns entail a reasonable amount of media buying and there are smaller needs such as the placement of public notices. The media buying agencies work with the creative, PR and digital agencies in the strategy, planning, execution, and management of marketing campaigns. The media buying agencies book space on various media channels for the various campaigns and book public notices. The media channels include radio, TV, OOH billboards, social media and other channels such as airtime vouchers.

The following marketing campaigns have been running for the past few years, with more campaigns that could start in the coming years as Eskom's turnaround strategy takes shape and business divisions start to adopt the new strategic direction:

- Eskom Development Foundation projects, incl Eskom Expo for Young Scientists
- Smart Metering
- Virtual Wheeling
- Public Safety
- National Nuclear Energy Education Strategy
- Energy Crisis Communication
- Educational Campaigns and Eskom school programmes
- Air quality off-set project
- Energy Losses and Revenue Recovery
- Generation External Campaigns
- Demand Management and Energy Efficiency
- Demand Response
- Internal and External Campaigns
- Winter and Summer plans (national)
- Eskom Brand Campaign

1.1 SCOPE

The aim is to appoint a media buying agency. All campaigns will be working on a Pay-As-You-Go (PAYG) basis and larger campaigns.

Media buying agencies: it is neither common nor feasible for a company to have relationships and contracts with, and contact information, of all the media houses and publications in the country. This gap is filled by media buying agencies, as they provide a single point of contact for anything related to the placing of media – be it print, radio, TV, digital, or outdoor. The media buying agency will also have the tools and systems in place to inform media strategies so that the campaigns' target audiences can be targeted through the optimum mix of media channels at the best time of day and at the right frequency. After the agency has given guidance on the media placement strategy, it also engages, negotiates, and books slots with a media owner on the client's behalf. After adverts have been published in the identified media, the agency will also monitor the campaign performance and provide post-buying analysis reports which will give an indication of audience ratings, frequency and reach.

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1.2 EMPLOYER'S OBJECTIVE

The *Employer's* objective is to –

- rebuild the Eskom reputation
- inform the South African public about the electricity supply situation and energy-related matters;
- reach residential, business (commercial, mining and industrial), and agricultural consumers with proposals for load shifting during peak times, and overall profile optimisation;
- explore alternative media platforms such as tactical digital platforms in the market, in addition to the current multi-channel broadcasters;
- position Eskom as a promotor of science and technology in South Africa;
- promote small business and empower women in business;
- recover debt and minimise non-technical energy losses;
- educate the lower SEM markets on the safe and efficient use of electricity; and
- educate our target audiences about our efforts to strengthen the grid, reduce carbon emissions and improve the lives of people in the areas where we generate electricity.

2. APPLICABLE DOCUMENTS

Applicable documents form an integral part of this document, unless specifically otherwise stated.

2.1 STANDARDS, GUIDELINES, HANDBOOKS AND REGULATIONS

	Document Title	Document Number	Revision
[1]	Ethics Policy	32-173	4
[2]	Eskom Travel Policy	32-1041	6
[3]	Events Management Procedure	240-97192186	3
[4]	Eskom Corporate Identity Manual – Summary	240-103414344	4
[5]	Eskom Procurement and Supply Chain Management Procedure	32-1034	5
[6]	Standard for Establishment and Use of Panel Contracts	240-150133318	1

3. SCOPE OF SERVICES

Media buying agencies are to provide the following services:

3.1 PORTFOLIO: MEDIA BUYING

3.1.1 Media strategy and planning – The panel of media buying agencies is expected to –

- a) analyse the market and operating environment from a media perspective (external), and perform media reviews to ensure that the advertising from various Eskom campaigns does not clash. This provides an overview of the media plans for all Eskom campaigns, since there would be a high risk of media clashes among the various campaigns without a media buying agency;
- b) with a view to the broader market and campaigns, the agency will also look at other industry trends, third-party market research, and competitor strategies. The consumer media, and the insights into demographic and psychographic consumption picked up through research, will directly influence the media strategies that the agency develops for the Eskom campaigns.

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3.1.2 Media buying – The panel of media buying agencies are expected to –

- a) use the approved media strategy as a guide for booking media placements with the various media houses on Eskom’s behalf. When making bookings, the agency will negotiate the best rates and value-added benefits on Eskom’s behalf;
- b) the agencies must give feedback to the client on the performance of the media placements to determine the effectiveness of each placement; and this feedback must be included in the post-buying analysis report.

3.1.2.1 Description of the elements to consider when compiling the media strategy

- a) The panel of media buying agencies are must have expertise in using industry tools such as Telmar and Arianna (or similar) to track audience profiles, and viewership patterns and numbers, since these are critical in the planning, implementation (with maximum target-audience reach), and post-buying reporting processes.
- b) The strategic approach has to offer the best reach in order to optimise spend by following the audiences as they migrate between different mediums enabling flexibility and reaching the target audience.

3.1.2.2 Deliverables for campaign reporting

- a) Furthermore, the panel of media buying agencies are responsible for all the post-campaign analysis reporting. The report has to include:
 - mediums and spots
 - the actual target audience reach per medium
 - the target audience reach breakdown per SEM level (SEM 1 – 4; SEM 5 – 7; SEM 8 -10).
- b) The panel of media buying agencies are to ensure proper record-keeping that will be reviewed during the auditing processes to ensure the effective management and implementation of the project by means of reviewing the proof of audience reach, the accuracy of broadcasts, and auditable financial buying system reports (Chase or similar system).

3.1.2.3 Description of service/ product that needs to be provided

No	Service
MANAGEMENT OF THE ACCOUNT	
1	Attend Client meetings, workshops, information gathering and brainstorming sessions
2	Obtain and verify Client briefs and work with public relations, digital and creative agencies
3	Issue contact reports
4	Attend status meetings
5	Issue status reports for all projects that include but are not limited to project number, description, current status, next steps, timeline and due date
6	Screen media plans and schedules before presentation to Client (on brief and strategy, accurate, etc.)
7	Submit media strategies, plans and schedules for approval by Client
8	Prepare and submit campaign timing plans
9	Obtain sign-off from authorised Client representative
10	Issue cost estimates, payment assessments, invoices, statements, time sheets and any other documents required by management

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11	Manage and resolve financial queries
12	Manage third party suppliers
13	Coordinate and project manage all media projects
14	Issue reports highlighting media spend, committed spend, reach, frequency, value-add, normal discounts and additional discounts achieved
15	Develop and implement media measurement templates for the purposes of measuring ROI for media and sponsorships
16	Conduct campaign evaluations, including TV post-buying analysis
17	Provide spot summary reports on all campaigns for media auditing purposes
18	Apply all media planning and implementation tools and resources for optimum results
19	Keep client informed about and abreast of changes and improvements in the local and global media industry
20	Integrate with creative, digital and PR agencies
21	Monthly audit files containing Client cost estimates, payment assessments, invoices, media owner invoices, proof of flighting and a reconciliation thereof
TRADITIONAL AND DIGITAL MEDIA STRATEGY AND PLANNING SERVICES (South Africa)	
22	Analyse the market and operating environment from a media perspective
23	Perform media reviews, including clashing strategies across campaigns
24	Interact with media owners, evaluate and advise Client on suitable traditional and non-traditional media opportunities
25	Propose, coordinate and interpret third party market and media research
26	Interpret, and provide insights and knowledge on standard agency research, i.e. SEM - Establishment Survey, Future Fact
27	Analyse competitor strategies and contribute to brand reviews and benchmarking of the industry
28	Evaluate marketing trends in the media by monitoring all media and provide interpretation, insights and knowledge
29	Evaluate programmes / opportunities and packages for all consumer touch-points
30	Evaluate media costs and provide guidance and input into the planning process
31	Develop media strategies and plans to optimise benefits across channels (including digital)
32	Provide annual strategy
33	Develop ad-hoc and/or tactical media strategies
34	Maintain media flow-plans
35	Extract consumer media, demographic and psychographic consumption insights
TRADITIONAL AND DIGITAL MEDIA BUYING SERVICES (South Africa)	
36	Provide full media implementation planning and buying services
37	Negotiate for optimal discounts, positions in break and value add (including partner / supplier leverages, approved strategies and plans, etc.) and monitor all discounts
38	Book media and provide copy instructions

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39	Sourcing, evaluation, advice and implementation of media sponsorship / partnership opportunities and agreements
40	Advise and negotiate special media and broadcast packages (e.g. sponsorships)
41	Advice, guidance and value add in negotiations of sponsorship deals
42	Provision of proof of placement to Client e.g. tear sheets or recording of radio interviews on request
43	Strategically consolidate Employer's media buying and negotiate on behalf of the client as a Group
44	Advise Client on Agency volume deals and changes thereto
MEDIA MEASUREMENT	
45	Work with data, do analyses, perform modelling and critically evaluate the media performance of executions
46	Build media models showing effectiveness of media versus investment (TV, outdoor, digital, radio and print)
47	Verify media buying and placement
48	Campaign performance measurement and real time tracking

4. ASSOCIATED REQUIREMENTS AND ACTIVITIES

4.1 PROJECT MANAGEMENT

4.1.1 Account manager

The *Consultant* appoints an Account Manager as a *key person* who –

- functions as the single point of contact between the *Employer* and the *Consultant*; and
- plans and manages the delivery of the *services* in accordance with the Contract requirements.

The *Employer* shall approve the *Consultant's* proposed *key persons on the account*.

4.2 PROGRAMME AND PLANNING

The *Consultant* provides skilled strategic and planning staff members to prepare and report on planning and scheduling activities for the duration of the project. The *Consultants* will be required to have access to any software needed for this service, and to keep the software maintenance contracts updated to ensure service delivery.

4.2.1 Baseline and accepted programme

- The *Consultant's* plan takes cognisance of project and contract milestones, and complies with such.
- The *Consultant*, under the direction of the *Employer*, develops a high-level campaign plan for each Eskom programme.
- The *Consultant* ensures that the campaign plan is structured with appropriate coding to provide all the necessary control and reporting functionality.
- The *Consultant* must allocate resources to detailed activities for retainer programmes

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4.2.2 Details of the accepted programme

The accepted programme includes the information that is required by the NEC.

4.3 PROGRESS MONITORING AND REPORTING

4.3.1 Progress made with a task order

The Consultant should regularly review the progress made with the task order to assess the remaining durations, expected completion dates, and percentages completed. In addition, the *Consultant* provides trends relating to major project milestones.

Per task order, the *Consultant* submits the following:

- A cost estimate for the work on the brief
- Third-party cost estimates, if applicable

4.3.2 Progress reporting

The *Consultant* submits progress reports on a monthly basis to the contract manager, by the 7th of the relevant calendar month, covering the period up to the end of the previous month. The progress report, using the individual programme *budgets* as a basis, covers the following issues:

- Billings per campaign
- Details and stage of each task order given by the *Employer*.
- Financial report
- Campaign plan with estimated completion date

The progress reports are discussed during the scheduled Status Meetings. The *Consultant* proposes to the *Employer* a schedule for the Status Meetings. The Status Meetings are held as and when required, and can be held via online meetings.

4.4 QUALITY MANAGEMENT

- a. The *Consultant* establishes and maintains a quality management system that conforms to the requirements of ISO 9001:2015.
- b. The Quality Plan is delivered to the *Employer*-appointed quality representative before the appointment of a supplier.
- c. The *Employer* has the right to carry out periodic audits of the *Consultant's* management of quality, as well as specific audits, and reserves the right to appoint an independent body to perform all quality audits.

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4.5 REVIEW AND ACCEPTANCE OF DELIVERABLES

Deliverables generally follow the process outlined below:

Table 1: Process for Review and Acceptance of Deliverables (in the case of a fee remuneration methodology)

Task order activation process

The task order activation process will be conducted via the rotational basis to ensure the principle of equitable, fair, and transparent work allocation across panel members.

The detailed process will be clearly defined in the approved Terms of Reference.

4.6 REVIEW MEETINGS

- a. The *Consultants* and the *Employer* will review the Deliverables in the meetings that the *Employer* organises and schedules.
- b. The *Consultants* ensure that all follow-up actions are carried out within the time stipulated.
- c. The *Employer* may, in addition to the scheduled review meetings indicated, request additional reviews.
- d. The *Employer* may involve independent third parties in any of the review meetings.

4.7 STATUS MEETINGS

- a. The *Consultant* and the *Employer* will review the Deliverables in the meetings that the *Employer* organises and schedules.
- b. The *Consultant* ensures that all follow-up actions are carried out within the time stipulated.
- c. The *Employer* may, in addition to the scheduled status meetings indicated, request additional reviews.
- d. The *Employer* may involve independent third parties in any of the status meetings.
- e. The schedule and the scope of planned status meetings are indicated in Table 3.

Note: Minutes of meetings will not form any basis for variations or amendments to the contract. The *Employer* communicates contract variations or amendments formally and separately to the *Consultant* by means of a contract addendum.

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5. DELIVERABLES

5.1 SCHEDULE OF DELIVERABLES

The *Consultant* undertakes the analysis and delivers the documentation, listed in Table 2, to the *Employer* for review and acceptance. (The schedule indicates the task of “Submit for Acceptance” as referred to in **Error! Reference source not found..**)

Table 2: Schedule of Deliverables

No.	Description	Reference Paragraph	Status Meeting No.	Delivery for Acceptance/ Frequency
1.	Prime Activity: Media Buying			
	Deliverables for Media Buying:	3.1		As per agreed schedule
	<ul style="list-style-type: none"> • Account management • Media strategy and planning services • Media buying services • Media measurement 			
2.	Project Management	4.1		
2.1	Progress Reports	4.3		Monthly
2.2	List of Contractual Deliverables	5.1		Per revision
2.3	Programme	4.2		Per revision
3	Status Meetings	4.5		
3.1	Attend Status Meeting 1.	4.5	1	At start date
3.2	Attend Status Meeting 2.	4.5	2	Monthly or as required

Notes:

1. The *Consultant* may combine or separate Deliverables after written approval from the *Employer*. In this event, the *Consultant* revises the schedule of Deliverables accordingly.
2. The *Consultant* submits a list of all Deliverables (including the applicable document revision number) to the *Employer*. The *Consultant* revises the list and submits it to the *Employer* when the Deliverables change. Discussion of status reports and activity schedule.

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5.2 SCHEDULE OF STATUS MEETINGS

Deliverables are reviewed and discussed during scheduled status meetings as indicated in Table 3.

Table 3: Planned Status Meetings

Status Meeting No.	Objective of the Meeting	Schedule*	Duration	Venue
1	Kick-off meeting Review Logistics and schedule requirements	0,5	1 day	Consultant's Offices or online
2	Discussion of status reports and activity schedule	Monthly or as required	1 day	Employer's Offices/ online meetings

* Months after *starting date*.

6. RECEIVABLES

6.1 DOCUMENTS

The *Consultant* is responsible for obtaining the documents referenced in paragraph 2.1.

6.2 OTHER RECEIVABLES

The *Employer* shall provide other documents as required for each task order.

6.3 ADDITIONAL INFORMATION REQUIRED

The *Consultant* identifies any additional information required from the *Employer* and indicates it accordingly as part of the Programme.

6.4 CHANGES TO EMPLOYER-FURNISHED INFORMATION

The *Consultant* does not alter the content of any *Employer*-furnished information or data without the written authorisation of the *Employer*. Should the *Consultant* have any doubt about the suitability or correctness of any *Employer*-furnished information or data, or has proposals for changes, the *Consultant* advises the *Employer* accordingly at the earliest opportunity. The *Consultant* ensures that the Deliverables, using *Employer*-furnished information or data, are in accordance with the specific requirements of such Deliverables.

7. REQUIREMENTS APPLICABLE TO DELIVERABLES

7.1 GENERAL DOCUMENT FORMAT

7.1.1 General

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- a. All documents, except data sheets, shall conform to the formatting standards listed in paragraph 7.1.2. Any deviation from this format has to be agreed to in writing by the *Employer*.
- a. Where no standard is prescribed, the *Consultant* proposes the format and contents to the *Employer* for review and acceptance.
- b. All deliverable data are expressed in SI (metric) units of measurement.

7.1.2 Document format

7.1.2.1 Document and data numbering

A unique Identification Code Number is assigned to each contract amendment document or data so that it can be –

- correctly associated with its related data and items;
- referred to precisely; and
- retrieved when necessary.

7.1.2.2 Revision identifiers

Documents and data have revision identifiers to indicate the current revision status.

7.1.2.3 Document identification

- a. Each document provides the data, as listed below, to properly identify the document. The following are indicated on each page of a document:
 - Company Name
 - Proprietary Classification
 - Document title
 - Document number
 - 'Revision' – document revision identifier
 - Date
 - "Page number" of the "number of pages"
- b. Each page of a document, including all attachments, is numbered consecutively from the first to the last page.

7.1.2.4 Amendment history

Each document includes an amendment history which indicates the following for each revision:

- Revision identifier.
- Date (either release date or effective date).
- Preparer.
- Reasons for the change, including references to proposals for specific approved change/s (including Engineering Change Proposals (ECPs)).

When a document is being revised, the revised areas must be indicated clearly in the right-hand margin. When the entire document is being revised, the indicators in the right-hand margin are not required, and the statement 'Entire Document Revised' appears with the reasons for the change.

7.1.2.5 Approval signatures

Each document includes the names and signatures of the preparer, reviewer and approver.

7.1.2.6 Other data

Each document includes the following data, where applicable:

- Programme/project name and number and/or contractual agreement reference number.
- Applicable programme/project baseline.

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- List of abbreviations and acronyms used.
- Contract data item identifiers.
- Associated product (hardware or software) or task name.
- Applicable associated product (hardware or software) or task baseline.
- Associated product (end item), part, or software identifying number, and revision/version identifier.
- Associated correspondence – document number, subject, date, references.

7.2 FORM OF DOCUMENT RETENTION

Copies of documents, records, calculations, and associated raw data are stored in a format that can be read by the user, or converted to human readable form, regardless of the media used. Copies are stored in such a way that they remain legible, readily identifiable, and retrievable for the entire lifetime of the *services*.

7.3 DOCUMENT COPIES AND SOFTWARE FORMATS

Documents are submitted as one hard (paper) copy, one soft copy in Adobe pdf format and another software copy in Microsoft Word format, on a compact disk which is uniquely identified on its label as to:

- The export of database information from the *Consultant* to the *Employer* is in Microsoft.

8. Divisions and Teams Consulted in no particular order:

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