

Title: THE APPOINTMENT OF A PANEL OF DIGITAL MARKETING SERVICES AGENCIES	Unique Identifier: 559-1360335308
	Alternative Reference Number: N/A
	Area of Applicability: Eskom Group
	Functional Area: Strategic Marketing and Branding
	Document Type:
	Revision: 1
	Total Pages: 22
	Next Review Date: N/A
	Disclosure Classification: CONTROLLED DISCLOSURE

COMPILED BY

SUPPORTED BY

AUTHORISED BY

Date:

Date:

Date:

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 *Consultants*:

I. Digital

- Account management
- Digital strategy
- Integrated Digital campaign implementation and management
- Digital creative and production services for digital and social media platforms
- Digital and social data analysis and reporting

CONFIGURATION CONTROL Document History

Document Approval

Action	Function	Signature
Compiled	Creative Specialist	
Reviewed	Technical Lead: Digital	
Supported	Lead End-User	
Supported	End-User	
Supported	End-User	
Approved	Employer's Agent:	

This document has circulated, for consultation throughout the Eskom Divisions and Subsidiaries (Communications/Stakeholder/Marketing and Media Departments) that use Digital Services.

Document Retention Time

This document is a Quality Record and shall be retained in accordance with the Eskom Record Management Procedure.

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
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.

Table of Contents

1. INTRODUCTION	5
1.1 SCOPE	5
1.2 <i>EMPLOYER'S</i> OBJECTIVE	6
2. APPLICABLE DOCUMENTS	6
2.1 STANDARDS, GUIDELINES, HANDBOOKS AND REGULATIONS.....	6
3. SCOPE OF SERVICES	6
3.1 PORTFOLIO: DIGITAL.....	7
3.1.1 Digital strategy.....	7
3.1.2 Digital campaign implementation and management.....	7
3.1.3 Digital creative and production services for digital and social media platforms....	7
3.1.4 Digital and social marketing data analysis and reporting.....	8
3.1.5 Description of service/ product that needs to be provided	8
4. ASSOCIATED REQUIREMENTS AND ACTIVITIES.....	13
4.1 PROJECT MANAGEMENT	13
4.1.1 Account manager.....	13
4.2 PROGRAMME AND PLANNING.....	13
4.2.1 Baseline and accepted programme.....	13
4.2.2 Details of the accepted programme	13
4.3 Progress monitoring and reporting	13
4.3.1 Progress made with a task order.....	13
4.3.2 Progress reporting	13
4.4 QUALITY MANAGEMENT	14
4.5 REVIEW AND ACCEPTANCE OF DELIVERABLES.....	14
4.6 REVIEW MEETINGS	14
4.7 STATUS MEETINGS	15
5. DELIVERABLES	15
5.1 SCHEDULE OF DELIVERABLES	15
5.2 SCHEDULE OF STATUS MEETINGS	16
6. RECEIVABLES	16
6.1 DOCUMENTS AND DRAWINGS	16
6.2 OTHER RECEIVABLES	16
6.3 ADDITIONAL INFORMATION REQUIRED	16
6.4 CHANGES TO <i>EMPLOYER-FURNISHED</i> INFORMATION	17
7. REQUIREMENTS APPLICABLE TO DELIVERABLES	17
7.1 GENERAL DOCUMENT FORMAT.....	17
7.1.1 General.....	17
7.1.2 Document format	17
7.2 FORM OF DOCUMENT RETENTION.....	18
7.3 DOCUMENT COPIES AND SOFTWARE FORMATS	18
8. Divisions and Teams Consulted in no particular order:	18

1. INTRODUCTION

The panel of digital marketing agencies will work on various Eskom digital marketing campaigns guided by the Eskom programme managers. The digital marketing agencies will play a key role in the planning, execution, and management of digital marketing campaigns. Be able to advertise on Multi Channel Marketing and Reporting, Search Engine Optimisation, Pay per Click, Social Media, Content Marketing, Influencer Marketing, Search Engine Results, Pages, analytics and Reporting, KPI Measurements, systems integration, Viral Marketing, Brand influence.

The following marketing campaigns have been running for the past few years, and more campaigns may start in the coming years as Eskom's turnaround strategy starts to take shape and is adopted by the business units:

- 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 schools programme
- Air quality off-set project
- Energy Losses and Revenue Recovery
- Generation external campaigns
- Demand Management and Energy Efficiency
- Demand Response
- Internal & External Campaigns
- Power Alerts
- Winter and Summer plans (national)
- Eskom Brand Campaign

1.1 SCOPE

The aim is to appoint a panel of digital agencies who will focus on digital marketing services and the campaigns will be working on a PAYG basis.

The digital agencies have become more involved in marketing campaigns, as the industry sees more campaigns moving away from traditional media channels and becoming more digitally focused. The digital agencies would take the core creative idea and the creative theme for the campaign, and design the elements intended for digital use. The designed elements and the rollout plan for each element will be captured in the digital strategy, which will also include other digital elements to support the campaign. These additional elements may include blogger interaction, influencer management, or digital broadcasting services. The digital agencies become our partners in executing all the digital aspects of a marketing campaign, including website/microsite design and hosting, social media management, and data tracking, analysis, and reporting. The data gathered from tracking and analysing the digital media provides a wealth of information for the team to effectively manage the online

reputation of the brand and assist programme managers to determine if their campaigns are effective and well received.

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;
- Create awareness around debt recovery initiatives 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.
- Educate our audience about our innovations, products and services

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]	Eskom Corporate Identity Manual – Summary	240-103414344	4
[4]	Eskom Procurement and Supply Chain Management Procedure	32-1034	5
[5]	Standard for Establishment and Use of Panel Contracts	240-150133318	1

3. SCOPE OF SERVICES

A panel of digital marketing services are required for Eskom's different campaigns and projects as and when required. Each campaign or project will select an appropriate agency out of the panel to run with any job at a PAYG rotational basis.

3.1 PORTFOLIO: DIGITAL

3.1.1 Digital strategy

The digital agencies are expected to –

- a) develop digital strategies to support marketing campaigns. Developing an effective strategy requires the agency to do the following:
 - Gain in-depth knowledge of Eskom's operations, and how the various campaigns link.
 - Study the market in which the campaign operates.
 - Study and understand consumer/target markets.
 - Interpret internal and third-party research.
- b) keep programme managers abreast of the best practices and insights they find.
- c) work closely with the media buying, creative, PR, Events agencies to give input into digital media strategies.
- d) develop and review integrated digital communication and campaign strategies including a stand alone social media strategy (including but not limited to online, social media, and permission marketing).

3.1.2 Digital campaign implementation and management

The digital agencies are expected to deliver the following -

- a) attend briefings and interagency meetings to internalise the campaign idea. To understand the creative and look and feel of campaigns, the agency will interpret these to develop creative concepts (including websites, social media, mobile, banner ads, plasma content, kiosk, and email) to suit digital channels;
- b) understand the present campaign's flow and timing plans, campaign elements and mechanics (i.e. target audience, qualities, portals, and emails);
- c) have an understanding of data legislation principles and their implementation; this follows the ongoing administration of campaign data, including a focus on data integrity;
- d) source and subscribe to multi-platform social media and Artificial Intelligence tools
- e) monitor, measure and report on social media marketing efforts.
- f) Provision of a social media management tool/system for analysis and scheduling

3.1.3 Digital creative and production services for digital and social media platforms

The digital agencies are expected to do the following -

- a) Build, design, and maintain websites, microsites, digital sites, social media, and mobile sites. The agency must have knowledge of and the ability to optimise search-engine marketing.
- b) Integrate the look and feel of a campaign into digital creative work.
- c) Monitor real-time campaign target markets and communities, including their online behaviour, with suggested responses for consideration.
- d) Identify blogger and influencer opportunities and partnerships so as to leverage their audiences to push campaign messaging.
- e) Convert content for digital broadcast formats.
- f) Host external servers when required.
- g) Provision of online streaming feeds when required
- h) Provide digital consultation and advice.
- i) Multi Channel Marketing and Reporting
- j) Search Engine Optimisation
- k) Pay per Click,

	Scope of Work	Eskom Corporate Affairs Department (CAD)
---	----------------------	---

- l) Content Marketing,
- m) Influencer Marketing
- n) Viral Marketing, Brand influence.

3.1.4 Digital and social marketing data analysis and reporting

The digital agencies are expected to –

- a) review and analyse user experience to identify and extract key insights;
- b) develop and review segmented profiling strategies;
- c) build digital models, showing the effectiveness of campaign investment;
- d) provide ongoing website and campaign statistics, including web analytics, database analytics, and campaign statistics.
- e) Analyse user comments in respect to sentiment and provide an in-depth understanding of issues.
- f) Search Engine Results,
- g) Pages
- h) analytics and Reporting
- i) KPI Measurements,
- j) Systems integration

3.1.5 Description of service/ product that needs to be provided

The digital agencies will work on various Eskom marketing campaigns guided by the Eskom programme managers. The digital agencies will work with the creative, events, PR and media buying agencies in the strategy, planning, execution, and management of marketing campaigns.

No	Service	Frequency
MANAGEMENT OF THE ACCOUNT		
1	Attend Eskom meetings, workshops, information gathering and brainstorming sessions	As required
2	Obtain and verify Client briefs and work with Client agencies	Ongoing
3	Issue contact reports	Within 48 hours
4	Attend status meetings	Bi-monthly
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	Weekly or ad hoc
6	Screen strategies and creative proposals before presentation to Client (on brief and strategy, accurate, etc.)	Per brief
7	Submit digital strategies, plans and schedules for approval by Client	Per brief

8	Prepare and submit campaign timing plans	Per brief
9	Obtain sign-off from the authorised Client representative	Ongoing
10	Issue payment assessments, invoices, statements and any other proof of performance reports in terms of social media campaigns	Monthly
11	Manage and resolve financial queries	Ongoing
12	Manage third party suppliers	Ongoing
13	Project management of all digital campaigns and ad hoc projects within agreed timing plans	Ongoing
14	Oversee the application of and adherence to Corporate Identity with respect to digital applications	Quarterly
15	Maintain a digital guard-book and communication message book of all work for Eskom	Quarterly
16	Issue financial reports highlighting projects completed and/or invoiced, out-of-pocket expenses, and other costs and committed budgets	Monthly
17	Issue financial reconciliations indicating the difference between third party cost estimate amounts and actual third-party costs	Monthly
18	Collaborate and integrate with the creative agencies and media agency and keep abreast of key creative and media decisions and actions	Ongoing
DIGITAL STRATEGY		
19	Gain in depth knowledge of Eskom's operations, brand and programmes	Quarterly
20	Study and understand the market for any industry related and regulatory issues	Bi-annually
21	Study and understand the consumers/target markets of Eskom's brand and programmes and extract relevant communication insights	Ongoing
22	Understanding of Eskom business / marketing strategy	Ongoing
23	Analyse and report on Eskom's market and operating environment from a digital perspective	Quarterly
24	Analyse and report on Eskom's competitive digital environment	Bi-annually
25	Provide Eskom with updates on local and international digital trends and technology developments / innovations	Quarterly
26	Interpret internal and third-party market research	Per brief

27	Keep abreast of campaigns developed by the other Eskom agencies (i.e. look and feel, creative directions, etc.)	Per brief
28	Attend Eskom's marketing strategy meetings	Per brief
29	Collaborate with other agency disciplines to integrate digital strategy thinking	Per brief
30	Overall digital strategy, information architecture and functional design	Ad-hoc
31	Develop and review integrated digital communication and campaign strategies (including but not limited to online, social media, permission marketing, etc.)	Ongoing
32	Review of global as well as SA best practice and insights - presentation	Per brief
DIGITAL CAMPAIGN IMPLEMENTATION AND MANAGEMENT		
33	Attend campaign briefings (account/project management, developers, digital creative)	Ongoing
34	Interpretation of campaign briefs to suit digital channels	Ongoing
35	Development and presentation of creative concepts (including websites, social media, mobile, banner ads, email, etc.)	Ongoing
36	Presentation of campaign flow and timing plans	Ongoing
37	Presentation of campaign elements and mechanics (i.e. target audience, qualities, technologies, etc.)	Per brief
38	Design and development of approved concepts (i.e. portals, emails, campaigns, etc.)	Ongoing
39	Integrate digital campaigns developed by the agency with other campaign elements (i.e. ATL, BTL, etc.)	After every placement
40	Integrate creative look and feel with other agency work	Ongoing
41	Design and development of templates	
42	Writing of appropriate copy for all campaign elements (search engine optimisation writing skills are an advantage)	
43	Understanding and implementation of data legislation principles / guidelines	
44	Ongoing administration of campaign data including focus on data integrity	

45	Social media management, updating and reporting	
DIGITAL CREATIVE AND PRODUCTION SERVICES (for digital, social and mobile platforms)		
46	Ongoing construction, design and maintenance of website, microsites, digital sites, social media, mobile sites	Ongoing
47	Knowledge, understanding and implementation of search engine optimisation marketing principles	Ongoing
48	Writing of appropriate copy for websites including all digital and social media platforms	Ongoing
49	Overall digital and social media platform content management	Ongoing
SOCIAL MEDIA PLATFORMS (Facebook, X, LinkedIn, Instagram, TikTok, WeChat etc.)		
50	Design and develop social media posts for campaigns	Ongoing
51	Develop and manage content (monthly content schedule to be approved by Eskom in advance)	Ongoing
54	Monitor conversations and community engagement (real time) and immediately alert Eskom to any issues and opportunities	Ongoing
BLOGGER INTERACTION		
55	Identify the key bloggers and online influencers	Ongoing
56	Identify opportunities to engage with these bloggers and online influencers	Ongoing
57	Assist Eskom in developing a core group of bloggers / online influencers who know and understand the Eskom's industry and environment	Ongoing
ONLINE REPUTATION MANAGEMENT REPORTING (for digital, social and mobile platforms)		
58	Work with data, do analysis, perform modelling and critically evaluate the digital performance of executions	Ongoing
59	Build digital models showing effectiveness of investment	Ongoing
60	Ongoing website and campaign statistics analysis and reporting (including web analytics, data base analytics, campaign statistics, etc.) on conjunction with the Eskom social media team	Ongoing

61	Work closely with Eskom's appointed media buying agency on digital campaigns	Ongoing
DATA ANALYSIS AND REPORTING (for digital, social and mobile platforms) Eskom Presence		
62	Reviewing and analysing user experience	As required
63	Identify and extract key insights from online activity	As required
64	Develop and review segmentation and profiling strategies	As required
65	Adherence to Eskom data validation protocols	Ongoing
66	Facilitate the uploading and extraction of data	Ongoing
67	Ongoing administration of data including focus on data integrity	Ongoing
68	Analyse statistics and data	As required
69	Report on user experience	As required
70	Provide advice and guidance on user experience management and mapping	As required
71	Digital profiling and segmentation	Ongoing
EXTERNAL SERVER HOSTING		
72	Procurement of 3rd party hosting services	Per brief
73	Management of software licences for hosting	Ongoing
74	Provision of technical supervision for hosted services	As required
75	Management and administration of Eskom's external hosted ecosystem	As required
76	Provision of reports on Eskom's external hosted ecosystem	As required
DIGITAL CONSULTATION AND ADVICE		
77	The provision of ongoing technical advice and guidance to Eskom	Ongoing
78	The provision of ongoing strategic consultation to Eskom	Ongoing

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*;
- 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 *Consultant* 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

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

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
- Financial report
- Campaign plan with estimated completion date

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

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 conferencing.

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.

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.

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: Digital			
	Deliverables for digital: <ul style="list-style-type: none"> • Account management • Digital strategy • Digital campaign implementation and management • Digital creative and production services for digital and social media platforms • Provision of a social media management tool • Social media strategy, engagement and monitoring • Digital and social data analysis and reporting etc. (as per 3.1) 	3.1		As per agreed schedule
2.	Project Management	4.1		
3.1	Progress Reports	4.3		Monthly
3.2	List of Contractual Deliverables	4.5		Per revision
3.4	Programme	4.2		Per revision
4	Status Meetings	4.5		
4.1	Attend Status Meeting 1.	4.5	1	At start date

No.	Description	Reference Paragraph	Status Meeting No.	Delivery for Acceptance / Frequency
4.2	Attend Status Meeting 2.	4.5	2	monthly

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.

5.2 SCHEDULE OF STATUS MEETINGS

Deliverables are reviewed and discussed during scheduled review 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	<i>Consultant's</i> Offices
2	Discussion of status reports and activity schedule	monthly	1 day	<i>Employer's</i> Offices/ online meetings

* Months after *starting date*.

6. RECEIVABLES

6.1 DOCUMENTS AND DRAWINGS

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

- 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.
- b) Where no standard is prescribed, the Consultant proposes the format and contents to the Employer for review and acceptance.
- c) 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.
- 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:

