

	Scope of Work	Eskom Corporate Affairs Department (CAD)
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Title: PROVISION OF THE APPOINTMENT OF A PANEL OF CREATIVE SERVICES AGENCIES	Unique Identifier: 559-495482805 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.

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The document defines the Scope of the services required from the Consultant:

High-level scope

I. Creative Services

- Account Management
- Above the line (ATL) creative and production
- Below the line (BTL) creative and production
- Campaign strategy
- Creative (non-campaign related)
- Brand and Corporate Identity Design

CONFIGURATION

CONTROL

Document History

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Document Approval

Action	Function	Designation	Signature
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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
BTL	Below the Line
ATL	Above the Line
TTL	Through the Line
DTP	Desktop Publishing
SOW	Statement of Works
CI	Corporate identity

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Abbreviation or Acronym	Definition
CMYK	CMYK is used in colour printing and describes the printing process itself. CMYK (cyan, magenta, yellow, and black) refers to the four ink plates used in colour printing.
RGB	RGB (red, green, and blue) refers to a system for representing the colours to be used on a computer display - electronic colours

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.
Below the line (BTL)	BTL includes marketing materials such as brochures, direct mail, flyers, and exhibitions.
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	7
1.1 SCOPE	7
1.2 <i>EMPLOYER'S</i> OBJECTIVE	8
2. APPLICABLE DOCUMENTS	8
2.1 STANDARDS, GUIDELINES, HANDBOOKS AND REGULATIONS	8
3. SCOPE OF SERVICES	8
3.1 Portfolio: Creative panel of agencies	8
3.1.1 Campaign strategy services – Creative agencies are expected to –	8
3.1.2 ATL creative and production services – Creative agencies are expected to –	9
3.1.3 BTL creative and production services – Creative agencies are expected to –	9
3.1.4 Brand and Corporate identity design	9
3.1.5 Description of Service/ product that needs to be provided	9
4. ASSOCIATED REQUIREMENTS AND ACTIVITIES	12
4.1 PROJECT MANAGEMENT	12
4.1.1 Account Manager	12
4.2 PROGRAMME AND PLANNING	12
4.2.1 Baseline and accepted programme	12
4.2.2 Details of the Accepted Programme	12
4.3 progress monitoring and reporting	12
4.3.1 Progress made with a task order	12
4.3.2 Progress reporting	13
4.4 QUALITY MANAGEMENT	13
4.5 REVIEW AND ACCEPTANCE OF DELIVERABLES	13
4.6 REVIEW MEETINGS	13
4.7 STATUS MEETINGS	14
5. DELIVERABLES	15
5.1 SCHEDULE OF DELIVERABLES	15
Deliverables for creative services:	15
Notes:	15
5.2 SCHEDULE OF STATUS MEETINGS	15
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	16
7. REQUIREMENTS APPLICABLE TO DELIVERABLES	16
7.1 GENERAL DOCUMENT FORMAT	16
7.1.1 General	16
7.1.2 Document format	16
7.2 FORM OF DOCUMENT RETENTION	17

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7.3 DOCUMENT COPIES AND SOFTWARE FORMATS17
8. Divisions and Teams Consulted in no particular order:17

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1. INTRODUCTION

The creative services panel of agencies will work on various Eskom marketing campaigns guided by the Eskom programme managers. The creative panel of agencies will play a key role in the planning, execution, and management of all creative elements in marketing campaigns.

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
- Energy Losses and Revenue Recovery
- Smart Metering
- Generation External Campaigns
- Virtual Wheeling
- Demand Management and Energy Efficiency
- Public Safety
- Demand Response
- National Nuclear Energy Education Strategy
- Internal and External Campaigns
- Energy Crisis Communication
- Educational Campaigns and Eskom schools programme
- Winter and Summer plans (national)
- Air quality off-set project
- Eskom Brand Campaign

1.1 SCOPE

The aim is to appoint a creative panel of agencies. All campaigns will be working on a Pay-As-You-Go (PAYG).

The creative panel of agencies will focus purely on creative and advertising services. Also known as a typical ad/design agency, such agency is particularly strong on design, advertising and strategy. This is the go-to panel of agencies when a new campaign idea or core creative idea (CCI) is required, to sell a product/service or to induce a behaviour change in an audience. In other instances, the digital agency may need to be the lead agency, and therefore, might need to develop the core creative concept. This concept must be influenced by the platform for which the solution is proposed. Following on this core creative idea, the panel of agencies will also develop advertisements (ads for print, radio, TV and social media) supported by outdoor advertising design and production. The panel of agencies is also used for designing and producing campaign material, such as fact sheets, brochures, infographics, posters, corporate branding, and promotional items.

The design panel of agencies should also be able to design logos and corporate identity elements for the Eskom Group of companies.

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 to educate them about key products/services, programmes and objectives in Eskom;
- 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 reduce carbon emissions and improve the lives of people in the areas where we generate electricity.
- develop or refresh corporate identities as and when needed.

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

3.1 Portfolio: Creative panel of agencies

3.1.1 Campaign strategy services – Creative agencies are expected to –

- a) gain in-depth knowledge of the *Employer’s* operations and brand architecture. This will include studying and understanding the consumers/target markets of each Eskom campaign and extracting the relevant communication insights to assist in strategy development. In order to provide meaningful advice and guidance on communication strategies, the *Consultant* must understand the strategic vision of the organisation or the campaign;
- b) provide to the *Employer* relevant insights and communication industry trends, and propose, coordinate, and interpret internal and third-party market research. This will guide the *Consultant* when attending strategy meetings, reviewing brand strategies, performing brand reviews, developing communication strategies, developing top-line channel strategies, or providing a strategic direction for creative work; and
- c) develop brand strategy, including but not limited to: brand proposition, key messages, the stakeholder/target market matrix, the connection plan, the annual calendar of activities, monitoring the performance and campaign evaluations.

3.1.2 ATL creative and production services – Creative agencies are expected to –

- a) develop and present creative ATL concepts and ideas, which will include storyboards for TV campaigns, rendering, scamps and layout for print campaigns, and scripts for radio campaigns;
- b) produce approved ATL campaigns and campaign material. During the production of the campaign, the *Consultant* must involve the *Employer* in agreed production stages (e.g. pre-production, shoot, and post-production). Throughout the production stages, the *Consultant* must ensure that adequate insurance is in place, which relates to the *Consultant’s* time to implement but not to external insurance cost; and
- c) provide creative DTP (Desktop Publishing) services as part of the creative development process, as well as copywriting services in six mainstream languages.

3.1.3 BTL creative and production services – Creative agencies are expected to –

- a) develop and present creative BTL concepts and ideas, which will include renderings, scamps and layouts for print and online collateral;
- b) produce approved campaigns supported by the design and production of promotional collateral for the campaigns, i.e. corporate branding and branded pamphlets and fact sheets. The communication material produced by the *Consultant* may be packaged and distributed to the *Employer’s* main regional offices and other main sites;
- c) provide creative DTP (Desktop Publishing) services as part of the creative development process, as well as copywriting services in six mainstream languages.

3.1.4 Brand and Corporate identity design

- a) Design a new or refresh a previous corporate identity for an Eskom company/subsidiary.
- b) The company should be able to conduct an environmental scan within African countries for new logos.
- c) Compile/update a Corporate Identity Manual – in an electronic format that is editable, to enable future updates and additional CI-related items.
- d) Compile/update a Corporate identity training presentation to train employees and external suppliers on the correct application of the new corporate identity elements.

3.1.5 Description of Service/ product that needs to be provided

The creative panel of agencies works on various Eskom marketing campaigns guided by the Eskom programme managers. The creative panel of agencies works with the digital, PR, Events and Activations and media buying agencies in the strategy, planning, execution, and management of marketing campaigns.

No	Service
ACCOUNT MANAGEMENT	
1	Attend Client meetings, workshops, information gathering and brainstorming sessions
2	Obtain and verify Client briefs
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	Communicate and integrate with public relations, media buying and digital agencies

7	Screen work before presentation to Client (on brief and strategy)
8	Submit work for approval by Client
9	Prepare and submit cost estimates
10	Provide three quotes for third party amounts exceeding R100 000
11	Prepare and submit campaign timing plans
12	Obtain sign-off from authorised Client representative
13	Issue payment assessments, invoices, statements, time sheets and any other documents required by management
14	Manage and resolve financial queries
15	Manage third party suppliers
16	Coordinate and project manage all projects
17	Oversee the application of and adherence to Corporate Identity
18	Maintain a digital guard-book and communication message book of all work for Client
19	Issue financial reports on a monthly basis
20	Issue financial reconciliations indicating the difference between third party amounts and actual third party costs
INTERNAL AND EXTERNAL CAMPAIGN STRATEGY SERVICES	
21	Gain in-depth knowledge of Client's operations and brand
22	Study and understand the consumers/target markets of Client's brand and extract relevant communication insights
23	Understanding of Client business / marketing strategy
24	Provide advice and guidance on communication strategies
25	Proactive strategic involvement in providing Client with relevant insights and communication industry trends
26	Propose, coordinate and interpret internal and third party market research
27	Obtain marketing strategies from Client
28	Review brand strategy
29	Perform brand reviews on request
30	Develop brand strategy including but not limited to: brand proposition, key messages, stakeholder/target market matrix, connection plan and annual calendar of activities
31	Develop and review integrated communication strategies (internal and external) and plans

32	Develop and review top-line channel strategies
34	Monitor performance and conduct campaign evaluations
ATL CREATIVE AND PRODUCTION SERVICES	
35	Develop and present creative ATL concepts and ideas
36	Provide storyboards for TV campaigns
37	Provide rendering for print campaigns
38	Provide scamps and layout for print campaigns
39	Provide scripts for Radio campaigns
40	Copywriting (six mainstream languages)
41	Produce approved campaigns (this relates to agency time and not external third party costs)
42	Involve the Client in agreed production stages (e.g. pre-prod, shoot, etc.).
43	Ensure adequate insurance for the production process (this relates to agency time to implement and not external insurance cost)
44	Creative DTP (note that this is DTP as part of the creative development process and not DTP as part of execution or production)
INTERNAL AND EXTERNAL BTL CREATIVE AND PRODUCTION SERVICES	
45	Develop and present creative BTL concepts and ideas
46	Provide layouts for print collateral
47	Provide scamps and layouts for print and online collateral
48	Copywriting (Six mainstream languages)
49	Design and produce approved campaign material including but not limited to – printed storyboards, branding, marketing collateral
50	Design and produce promotional collateral for campaigns
51	Write content for print, electronic and digital creative elements
52	Provide photographic, video and audio production services to package campaign content in a format relatable to the target audience.
54	Design and revise the look and feel of presentations.
55	Design and development of corporate exhibition stands.
56	Creative DTP (note that this is DTP as part of the creative development process and not DTP as part of execution or production)
57	Packaging and distribution of communication material to Eskom offices and power stations as needed

BRAND AND CORPORATE IDENTITY DESIGN	
58	Brand strategy and blueprint
59	Design a new or refresh a previous corporate identity for an Eskom company/subsidiary.
60	The company should be able to conduct an environmental scan within African countries for new logos.
61	Compile/update a Corporate Identity Manual – in an electronic format that is editable, to enable future updates and additional CI-related items.
62	Compile/update a corporate identity training presentation to train employees and external suppliers on the correct application of the new corporate identity elements.

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 *Consultant* will be required to have access to any software needed for this service, and to keep his 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 this campaign plan is structured with appropriate coding to provide all the necessary control and reporting functionality.
- d) The Consultant must allocate resources to detailed activities

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 orders or briefs to assess the remaining durations, expected completion dates, and percentages completed.

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

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: Creative services			
	Deliverables for creative services: <ul style="list-style-type: none"> • Above the line (ATL) creative and production • Below the line (BTL) creative and production • Develop campaign strategies and plans which resonate with the target market to achieve marketing objectives. • Develop core creative ideas for campaigns 	3.1		As per agreed schedule
2.	Project Management	4.1		
2.1	Progress Reports	3		Monthly
2.2	List of Contractual Deliverables	5.1		Per revision
3	Status Meetings	4.7		
3.1	Attend Status Meeting 1.	4.7	1	At start date
3.2	Attend Status Meeting 2.	4.7	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 status meetings as indicated in Table 3.

Table 3: Planned Status Meetings

Status Meeting No.	Objective of the Meeting	Schedule*	Duration	Venue
2	Discussion of status reports and activity schedule	Weekly or monthly as required	1 hour	<i>Employer's</i> Offices/ video conference

* 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 memory stick 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: