**AIR TRAFFIC AND NAVIGATION SERVICES SOC. LTD**

**REPUBLIC OF SOUTH AFRICA**



**REQUEST FOR PROPOSAL -ATNS/HO/RFP004/FY22.23/ATFM REPLACEMENT SYSTEM**

**ATFM Replacement Project**

**VOLUME 3**

**PROJECT MANAGEMENT & SYSTEMS ENGINEERING REQUIREMENTS**

 **June 2022**

**The information contained within this document is confidential to ATNS in all respects and it is hereby acknowledged that the information as provided shall only be used for the preparation of a response to this document. The information furnished will not be used for any other purpose than stated and that the information will not directly or indirectly, by agent, employee or representative, be disclosed either in whole or in part, to any other third party without the express written consent by the Company or its representative**

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| ABBREVIATIONS |

ACSA Airport Company South Africa SOC Ltd

ATC Air Traffic Control

ATNS Air Traffic and Navigation Services SOC LTD

CDRL Contract Data Requirements List

ICAO International Civil Aviation Organization

IEEE Institute of Electrical and Electronics Engineering

PBU Period of Beneficial Use

PMP Project Management Plan

QA Quality Assurance

RFT Request for Tender

SEMP System Engineering Management Plan

TEMP Test and Evaluation Master Plan

WBS Work Breakdown Structure

# GENERAL INSTRUCTIONS TO BIDDERS

The Bidder shall submit all responses, diagrams, documentation and drawings according to the GENERAL INFORMATION AND INSTRUCTIONS TO BIDDERS document and in the English language.

To assist Bidders only, each paragraph or article has been appended throughout with the letters “(M)”, “(D)”, “(O)” or “(I)”, to indicate whether the requirement is **M**andatory, **D**esirable, **O**ptional or for **I**nformation only.

**ALL RESPONSES TO THE REQUIREMENTS IN THIS DOCUMENT SHALL BE PROVIDED AS FOLLOWS:**

BIDDERS SHALL RESPOND IN FULL TO EACH ITEM IN THE FORMAT PROVIDED AND REFERENCES (CHAPTER, SECTION, PAGE NUMBER, PARAGRAPH NUMBER) TO DOCUMENTS AND RELEVANT INFORMATION SUPPORTING THE RESPONSES SHALL BE INDICATED IN THE SPACE PROVIDED. THIS INFORMATION WILL BE THE **ONLY RESPONSE USED FOR THE EVALUATION AND ASSESSMENT**.

Responses, provided in the space allowed, that are not clear or inadequate or the lack thereof shall be interpreted as **“Not Compliant”** even though the compliance column is declared as “Comply” and/or the Bidder’s offer meets the requirement. Bidder’s shall ensure that each response correctly addresses the requirement stated. Responses not addressing the requirement of the specific paragraph shall be interpreted as **“Not Compliant”**.

Bidders shall declare compliance to each and every paragraph of this document, based on the paragraph classification, in the response block provided opposite the column labelled “Compliance”. Bids will be evaluated as follows:

C: fully compliant = 2 points:

PC: partly compliant = 1 point;

NC: not compliant = 0 points.

Noted: Noted and accepted (applicable to paragraphs marked as “I”, not containing requirements)

Bidder shall, for paragraphs declared “PC” or “NC”, include a statement as to the nature of the variation and may supply additional supporting information in the space provided to demonstrate how the proposal may still meet the needs of ATNS.

**Paragraphs marked “(M)”**, indicates that the requirement is mandatory and proposals that do not comply with the requirement **shall** be disqualified for further evaluation.

**Paragraphs marked “(D)”**, indicates that the requirement is desirable, and the Bidder is expected to declare their level of compliance, provide a formal response and reference supporting documents.

**Paragraphs marked “(I)”**, indicates that the requirement is for information, however the Bidder is still expected to respond and provide information if requested. Any information gathered herein may form part of the contractual terms.

**Paragraphs marked “(O)”**, indicates that the requirement is optional, and the Bidder may decide how to respond.

# BIDDER/CONTRACTOR OBLIGATIONS

##### The Bidder shall provide a compliance statement to each specification to confirm that, if the Bidder is appointed as the Contractor, all requirements and obligations stated in this specification shall be complied with. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

# PROJECT MANAGEMENT

## General

##### The Contractor shall establish, implement and maintain extensive and comprehensive Project Management plans throughout the period of any Contract arising from this RFT. These Plans will be submitted to the Company for information and reporting purposes. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall submit draft Project Management plans with the Tender to indicate compliance and these plans will be refined as necessary during the Contract development and reporting phases. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Project Management of the Project is the responsibility of the Contractor. Submitting the Project Management Plans to and their acceptance by the Company do not imply approval or concurrence by the Company nor does it absolve the Contractor from the Project Management role and responsibilities. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall divide the plans into activities, which can be managed, monitored, and measured in terms of duration, cost, risk and resources. These activities shall be organised into logical networks. Such networks shall be used by the Contractor as the main framework for planning, budgeting, controlling and reporting to the Company throughout the period of the Contract. These networks shall be closely linked to the various System Engineering Plans and activities to ensure the rapid and accurate reflection of any System Engineering decision. The Bidder shall submit a draft framework for the measuring of project activities as part of the tender. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall present ATNS with a Project Management schedule in the Microsoft Project® format for integration into the ATNS Enterprise Project Management (EPM) system. The Company requires the project to be implemented within 24 months from contract signature, followed by the 12 months PBU.(M)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Project Management shall encompass the management of all the various facets of the project as defined in the Contract. These including design, development, production, supply of ancillary equipment, resource allocation and control, management of sub-contractors, on-site installation and construction, testing, transitioning, commissioning, transportation, all Integrated Logistic Support activities, staff movements and subsistence, etc. The Bidder shall clearly demonstrate these aspects in the requirements described in the following parts of the document. (I)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER MAY INSERT A RESPONSE WHERE APPLICABLE]* |

##### The Contractor shall prepare for, actively participate in, and respond to the Project Meetings, prepare and present comprehensive reports, and produce adequate documentation as described in the following parts of this document. (I)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER MAY INSERT A RESPONSE WHERE APPLICABLE]* |

## Project Management Plan

##### Bidder shall submit a draft Project Management Plan (PMP) with the tender. The Project Management Plan will be a formally accepted and approved document used to manage and control project execution throughout the project life-cycle phases. The PMP will detail all the activities necessary to successfully complete the project and shall refer to the other plans developed under the project. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Project Status Reports

### **General**

##### The Contractor shall provide to the Company at monthly intervals (or at other mutually agreed intervals) Project Status Reports, which will capture the project performance to date and makes recommendations for future implementation and changes. Project status shall be presented relative to schedule critical path and cost and shall also include a Risk Report. The Risk Report shall identify risks and the measures taken either to manage or avoid the risks. Project status shall also include the Master Project Schedule and Schedule Analysis. The Contractor shall promptly submit to the Company the Master Project Schedule which, when updated, shows a negative float or indicates a significant change to the delivery schedule. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

### **Master Project Schedule**

##### The Bidder shall submit a draft Master Project Schedule with the proposal response. The Project Schedule shall be organized to depict the flow of work, the task interdependencies and the interrelationships necessary to accomplish the program objectives from Contract Award to completion of the contract. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall ensure that the Project Schedule includes all contractually specified milestones, identifies the critical path, and is linked to the WBS. The Master Project Schedule shall be broken down to a sufficient level of detail. The schedule shall also address the Logistic Support Programme. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

### **Activity Dictionary**

##### The Contractor shall provide the Company with an Activity Dictionary. Each activity definition shall be brief and concise. The activity dictionary shall define at least the following attributes: (D)

* state the work to be accomplished;
* target start/target finish;
* actual start/actual finish (if applicable);
* minimum, maximum and most likely duration of each activity;
* manpower required to complete activity; and
* any other resource associated with the activity.

**Note**: Once the Company is in possession of an approved and comprehensive dictionary, exception reporting only is required in the Project Status Report (i.e.: new activities or a change in an activity). This however does not exclude the requirement to report on the risks on a monthly basis.

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall provide the Company with a Schedule Analysis as part of the Project Status Report. This shall be a written analysis of project performance, future predictions and recommendations against time and cost objectives. The analysis shall also contain a statement of current resources applied to the project including materials, plant, space occupied on Company premises, costs and manpower. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Data Management

##### The Contractor shall establish and operate a data management system as part of the overall project management scheme. The plan shall define the methods for identification, preparation, tracking and updating of all relevant data. The Bidder shall submit a draft Data Management plan with thetender.(D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Progress Review Meetings

### **Requirements**

##### The Contractor shall attend Progress Review Meetings at monthly intervals (or at other mutually agreed intervals) to present a Project Status Report. The regular Progress Review meetings shall be held in South Africa at either the Contractors premises or at the Company’s Office, or via Microsoft Team or at other mutually agreed locations. A copy of the Contractor’s written Project Status Report and meeting presentation material shall be submitted to the Company at least one week prior to the Progress Review Meeting. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

### **Matters for Consideration**

##### The Contractor shall make a presentation on the progress of the project to date, a projection of the effects of variations from the previous schedule, and any action taken or recommendations for action to rectify existing or anticipated problems. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall present all aspects of the project status. The Contractor shall present a detailed, accurate summary of the accomplishments of the Contractor and subcontractors to date. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The presentation shall include a forecast of trends in terms of technical, cost and schedule performance through to completion of the Contract. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The presentation shall focus attention upon, and provide insight into, the interrelationships among the project elements including subcontractors. (D)

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#####  The presentation shall focus attention upon Design and Management problems. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Significant slippages, obstacles, or discrepancies between planned, actual and forecast project progress shall be addressed through a narrative analysis of cause, effect and proposed or completed corrective action. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall present, at the request of the Company, any data for proposed work constituting a variation to the Contract or Engineering Change Proposals. The Contractor shall be prepared to provide supporting data on assumptions made and methodologies used in arriving at specific conclusions, recommendations and alternatives to the design approach. There shall be a free and unlimited exchange of information between the Contractor and the Company to establish progress of the project, to identify problems and to agree on the method of timely resolution. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

### **Participants in Progress Review Meetings**

##### The Contractor shall be represented by appropriate key personnel in each significant area to be considered during the meeting to enable effective discussion of Agenda items and the Progress Report. The Project Manager and relevant specialists, including logistic support personnel shall represent the Company. The Project Manager will chair the Progress Review Meetings. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

### **Documentation**

##### The Contractor shall submit a draft Agenda for Company concurrence at least two weeks prior to a scheduled Progress Review Meeting. The Company may submit items for inclusion in the Agenda. The Contractor shall provide administrative support for the meeting and prepare and distribute a draft record of the minutes of the meeting within one week of the meeting. The minutes are to include an Action Item List. The Company and the Contractor shall submit any updates of the Action Item List during the meeting. The Company and the Contractor prior to the next meeting shall review the draft minutes for accuracy prior to the next meeting. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

### **Costs**

##### The Contractor and the Company will each meet their own costs associated with attending Progress Review Meetings. (I)

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| *[THE BIDDER MAY INSERT A RESPONSE WHERE APPLICABLE]* |

## Work Breakdown Structure

##### The Work Breakdown Structure is an important tool, which will enable the Company to maintain visibility of the project elements. The WBS shall be developed to the level where work is to be managed, monitored, and evaluated. The WBS shall describe the work that will be accomplished and shall facilitate management data collection and reporting. The Contractor shall use a single, program WBS as the basis for all project activities. (I)

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| *[THE BIDDER MAY INSERT FULL RESPONSE FOR EVALUATION HERE]* |

##### The Bidder shall include a draft WBS addressing the key elements of the project scope and requirements in the response to the RFP. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Project Resources

### **Resumes of Key Personnel**

##### Bidders shall submit resumes and qualifications of key personnel, suitably qualified and experienced to execute the envisaged works to be dedicated to the project. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidders shall submit all resumes and qualifications of all sub-contractors that will execute the envisaged works. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall submit the relevant resumes and qualifications to support the specific requirements in the table below and shall include the information in the Resource Allocation Plan provided. (M)

|  |  |
| --- | --- |
| Project Manager | Minimum of 5 years’ Project Management experience |
| Project Management Qualification (Diploma or PMP or Prince2 or equivalent recognized Project Management certification) |
| Has managed contracts of a similar size, ensuring integration of interfaces within ATM disciplines during design and implementation. |
| Software or Computer Engineer | Minimum of 5 years’ experience in ATM systems design |
| Degree in Electrical /Electronics/Computer Engineering |
| Professional registration with ECSA or similar body. |
| IT Network Security Specialist | Minimum of 5 years’ experience in IT Network and Cyber Security |
| Qualification in Information Technology or Computer Science |

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall confirm that during the contract phase, the appointed Bidder shall not replace the key design and implementation personnel offered in this Resource Allocation Plan without the prior written approval of ATNS. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

### **Resource Allocation Plan**

##### Bidders shall submit with their tender a Resource Allocation Plan, which identifies all the resources, including subcontract resources, plant and equipment and facilities to be applied to each element of the project as detailed in 2.3.3. The Plan shall clearly identify all work proposed to be undertaken through subcontracts. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall ensure that only appropriately qualified and experienced personnel will be employed on the tasks. The Company shall retain the right to direct the Contractor to remove from the project any personnel considered by the Company to be inappropriately qualified or experienced, or unacceptable to the Company. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Bidders shall provide full details of their proposed internal organization for this project. The full project organization structure shall be presented, including relevant names, positions and responsibilities (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Project involves close liaison with the Company and there are elements of the project installation and commissioning which may require the Contractor to utilise Company staff. Bidders shall submit with their tender a description of all elements of their proposal, which will require involvement of Company personnel or other resources. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

# SYSTEM ENGINEERING

## System Engineering Master Plan

##### For the purposes of this project, the Systems Engineering process is defined as an integral set of activities, documentation control procedures and standards that enable and assist in the management of this project to progress through its various stages, including analysis of requirement, design, installation, setting to work, testing, operational evaluation, commissioning and maintenance, and establishment of logistic support for the whole life cycle of the project (I)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER MAY INSERT FULL RESPONSE FOR EVALUATION HERE]* |

##### The Contractor shall be responsible for the total performance of the system. The Bidder shall indicate in their proposal how aspects of quality and performance will be managed and assured throughout the project lifecycle (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall ensure that every subsystem and its interfaces will comply with all the requirements allocated to that subsystem. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Bidders shall submit as part of the tender a draft project specific engineering plan in accordance with IEEE STD 1220-2005 Annex B, where applicable, for the design, manufacture, integration and verification of the systems. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Bidders shall clearly indicate what will be expected as customer furnished information or equipment. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Bidders shall submit as part of the tender a draft specification tree of the systems in accordance with IEEE STD 1220. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Bidders shall submit as part of the tender a draft drawing tree of the systems in accordance with IEEE STD 1220. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Bidders shall submit as part of the tender a system breakdown structure of the systems in accordance with IEEE STD 1220. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
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##### Bidders shall submit as part of the tender a high-level description of the integration of the system engineering effort in accordance with IEEE STD 1220. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall perform the System Engineering activities necessary to implement the requirements of any contract placed as a result of this RFP. Any System Engineering Management Plan (SEMP) proposed is to be designed to ensure, inter alia: (D)

##### that the elements of the WBS and associated technical tasks are identified and controlled;

##### the application and maintenance of the various standards and plans; and

##### appropriate and adequate configuration management procedures are established for all elements of the project.

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Test and Evaluation Master Plan

##### The Bidder shall prepare, implement and maintain a Test and Evaluation Master Plan (TEMP) that describes the Bidder’s plan for all Tests and Evaluations to be undertaken in demonstrating compliance with the technical, operational, contractual and performance requirements of the project. The Plan shall include an Acceptance Matrix, which identifies all deliverables, and methods of testing proposed by the Bidder, to demonstrate compliance. A draft Test and Evaluation Master Plan shall be submitted with the tender. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The specific testing and evaluation procedures for the Acceptance Tests (e.g. Physical Inspections, Final Site Acceptance Tests, etc.) shall be defined and detailed in the Test and Evaluation plan for each project deliverable. The type of test equipment required for each test described, shall be clearly documented. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Installation, Transition and Commissioning (ITC) Plans

##### The Bidder shall provide an Installation, Transitioning and Commissioning Plan to clearly indicate the proposed methodology for the installation of the new systems, while the service being provided by the existing system continues uninterrupted. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Plan shall indicate how the transition from the existing installation will be achieved, leading to the commissioning and acceptance of the new system. The Plans are required to indicate how the Contractor will plan and manage the installation and transition, including the cutover and commissioning procedures and the decommissioning and withdrawal from service of existing services. The Bidder shall submit a draft ITC plan that is specific to the project requirements and scope as part of the tender response. (D)

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Health and Safety Management Plan

##### The Bidder shall submit a draft Health and Safety Management plan specific to the project scope and requirements as part of the bid response. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall prepare a Safety Management Plan for the implementation of the project covering all envisaged risks related to the supply, delivery, installation and commissioning of the offered systems. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Risk Management Plan

### Risk Analysis

##### The Contractor shall prepare a Risk Management Plan. Bidders shall submit with their tender an outline of their policy and methodology for risk identification, assessment and abatement for all activities to be executed under this project, this shall encompass all phases of the project including the PBU period. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall maintain throughout the execution of the contract a risk register which identifies risks and opportunities, estimated level of risk and the consequences and risk reduction strategies associated with: (D)

###### program objectives;

###### technology involved;

###### system performance; and

###### program schedules.

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall provide a Risk Report to each Progress Review Meeting to indicate the status and action associated with identified risk items. The format of the Risk Report shall be mutually agreed. (D)

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## Technical Reviews and Meetings

##### The Contractor shall conduct technical system review meetings with Company personnel. It is preferred that these reviews be held concurrently with Progress Review Meetings. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The technical reviews and meetings shall consist of at least the following: (D)

###### System Requirements Review.

###### Preliminary Design Review.

###### Critical Design Review.

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##### The above requirements are representative requirements and Bidders may offer alternative plans, which must list and describe the Technical Reviews and Meetings they would propose for this project. (I)

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| *[THE BIDDER MAY INSERT FULL RESPONSE FOR EVALUATION HERE]* |

##### The Contractor shall be required to provide appropriate and adequate documentation in support of these reviews at least 1 month in advance. Bidders shall include in their tender a description of the level and extent of documentation to be provided at the Technical Reviews and Meetings. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

# ENVIRONMENTAL MANAGEMENT PROGRAMME

##### The Contractor shall develop an Environmental Management Programme (EMPr) based on identified activities which may have potential or actual environmental impacts before the commencement of work in accordance to the National Environmental Management Act (No. 107 of 1998) and associated environmental legislation as well as ATNS’ environmental specifications (I)

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| *[THE BIDDER MAY INSERT FULL RESPONSE FOR EVALUATION HERE]* |

##### The Bidder shall provide a Draft Environmental Management Programme (EMPr) specific to the project scope, as defined in the Request for Tender. (D) The environmental management programme shall address, without limitations, the following: (D)

1. Energy efficiency pertaining to all aspects of the project;
2. The use of Environmentally sustainable materials and products;
3. Waste management; and
4. Visual and aural impacts.

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall provide a suitable qualified environmental officer or service provider to render the services required as per EMPr activities associated with this project. (D)

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

# QUALITY ASSURANCE

## Quality Assurance Programs

##### The Bidders shall demonstrate the existence of a formal quality management system that is fully documented, implemented maintained and complies with the ISO 9001 standard. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall include with the offer, proof of certification by an accredited ISO body, or objective evidence of documented QMS that is not certified but complies with ISO9001 (i.e. details of quality assurance procedures, work instruction, methods etc.). (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### Bidders must indicate the QA measures and standards that were used for the development of the systems offered and those that are applicable for the successful delivery of Project. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Quality Assurance Audits

##### Audit reports in respect of the project as prepared by the Contractor as part of his internal QA procedures, and details of any corrective action reports and corrective action taken, shall be submitted to the Company. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Company reserves the right to perform any inspections, tests or audits at the Contractor’s or major sub-contractor’s premises at any time when such tests are deemed necessary to ensure Supplies and Services conform to specified requirements. Such inspections may also be conducted by the Company during the shortlisting phase of this tender. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Responsibility for Quality Assurance

##### The Contractor shall be responsible for ensuring that the quality of equipment and software supplied in accordance with the terms of the Contract, and any installation activity performed, fully conforms to the prescribed requirements. The Company will undertake a monitoring and audit role in relation to the Contractor’s Quality Management Plan and program to determine whether equipment, software or installation deliverables meet the contractual requirements. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

## Contract Data Requirements List

##### Bidders shall submit a proposed Contract Data Requirements List (CDRL) which incorporates all data requirements stated in this RFT, together with a delivery schedule. (D).

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| **COMPLIANCE (C/PC/NC/Noted)** | *Only responding C/PC/NC/Noted will not be accepted without proof.* |  |
| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The CDRL shall identify the status of the CDRL item, i.e. draft, final. (I)

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| *[THE BIDDER MAY INSERT FULL RESPONSE FOR EVALUATION HERE]* |

##### All CDRL items shall be delivered to the Company in draft format for Company concurrence prior to final delivery. The Contractor shall be responsible for timely delivery of all CDRL items consistent with the overall project schedule. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

# ACSA Permits

## Personal Permit

##### All Contractor’s staff that will be working at the Company’s FAOR complex will require a Personal Permit valid for the period that is envisaged for the works at the designated airport. Personal Permit application entails, but is not limited to (D):

##### Necessary application form to be completed

##### Valid certified copy of ID or passport to be attached to application forms

##### ACSA will conduct a police clearance on the applicant

##### Applicant to indicate request to carry cell phone supported by necessary support documentation.

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| *[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]* |
| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Contractor shall register his company detail with ACSA as all permit costs shall be for the account of the successful Bidder (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

##### The Bidder shall submit a detailed process of how they will acquire ACSA permits for FAOR. The Bidders are urged to contact the ACSA Permit Offices (OR Tambo: 010-207-2899) for more information. (D)

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| *[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]* |

**--- END OF VOLUME 3 ---**