

AIR TRAFFIC AND NAVIGATION SERVICES SOC. LTD
REPUBLIC OF SOUTH AFRICA



REQUEST FOR PROPOSAL NO: ATNS/TPQ/RPF051/23.24/

VCS REPLACEMENT

VCS REPLACEMENT AT ATNS NON-REGULATED AIRPORTS

PROJECT

VOLUME 3

PROJECT MANAGEMENT & SYSTEMS ENGINEERING

REQUIREMENTS

March 2024

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 |
| VCS | Voice Communication System |

1 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 **Mandatory**, **Desirable**, **Optional** or for **Information** 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.

2 BIDDER/CONTRACTOR OBLIGATIONS

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

3 REFERENCE LETTER

[A] The Bidder shall submit at least one (1) contactable reference letter (on a company letterhead) from a company or customer that has operationally deployed the VCS system proposed during the past ten (10) years. Reference letters in the name of the OEM will be accepted. The reference letter shall be signed, dated and shall state who deployed the VCS system and that the system is in operational use. (D)

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| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

4 PROJECT MANAGEMENT

4.1 General

[A] 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] | | |

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

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

[D] 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) | <i>Only responding C/PC/NC/Noted will not be accepted without proof.</i> | |
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[THE BIDDER MAY INSERT A RESPONSE WHERE APPLICABLE]

4.2 Project Management Plan

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

4.2.1 Project Scope

[A] The Bidder shall provide a project scope of the project. This detail should include what the project does and does not include. (D)

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

4.2.2 Project Milestone

[A] The Bidder shall include the draft milestones for this project, along with their estimated completion timeframe. (D)

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

4.2.3 Contract Data Requirements List

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

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

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

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

4.2.4 Work Breakdown Structure

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

4.2.5 Change Management Plan

[A] The Bidder shall provide a draft Change Management Plan which shall describe change control process and provide oversight and ensure adequate feedback and review of the change is obtained. It shall also identify who has approval authority for changes to the project, who submits the changes, how they are tracked and monitored. (D)

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

4.2.6 Communication Management Plan

[A] The Bidder shall provide a draft Communications Management Plan that sets the communications framework for this project. It shall serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. (D)

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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[B] This plan shall include a communications matrix which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication. (D)

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

[C] This plan shall also include the project team directory to provide contact information for all stakeholders directly involved in the project. (D)

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

4.2.6.1 Meetings

[A] 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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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

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

[C] 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 to 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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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |

[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]

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

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

[E] Any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the Project Manager formally via e-mail. (I)

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

4.2.7 Master Project Schedule

[A] The Bidder shall provide 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. (D)

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

[B] 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 FULL RESPONSE FOR EVALUATION HERE] | | |

[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]

4.3 Resource Allocation Plan

[A] 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. The Plan shall clearly identify all work proposed to be undertaken through subcontracts. (D)

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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[B] 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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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[C] 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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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[D] 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 the involvement of Company personnel or other resources. (D)

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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

4.4 Resumes of Key Personnel

[A] The Bidder shall submit the resume/cv for the Project Manager role, which shall also be reflected in the provided Resource Allocation Plan. The Project Manager shall have a minimum of 5 years’ engineering project management experience in contracts of a similar size, ensuring integration of interfaces within engineering or software development disciplines during design and implementation. (D)

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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[B] The Bidder shall submit relevant resume/cv and certified qualification certificates for all the other roles deemed critical in the design and implementation of the project. (D)

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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

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

4.5 Health and Safety Management Plan

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

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

4.6 Risk Management Plan

4.6.1 Risk Analysis

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

[B] 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. (D)

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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[C] 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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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

4.7 Quality Management Plan

4.7.1 Quality Assurance Programs

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

[B] 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 instructions, methods etc.). (D)

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

[C] 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 the Project. (D)

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

4.7.2 Quality Assurance Audits

[A] 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 FULL RESPONSE FOR EVALUATION HERE] | | |

[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]

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

4.7.3 Responsibility for Quality Assurance

[A] 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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5 SYSTEM ENGINEERING

5.1 System Engineering Master Plan

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

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

[D] Bidders shall indicate what will be expected as customer-furnished information or equipment. (D)

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

5.1.1 Site Survey

[A] The Contractor shall perform a site survey to confirm all the required information to implement the project. The Contractor shall provide a site survey report to the company after the survey has been conducted. (D)

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| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

5.1.2 System Design Review

[A] The Contractor after producing the site survey report will conduct a system design review and produce a report. (D)

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| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

5.2 Test and Evaluation Master Plan

[A] 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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| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[B] The specific testing and evaluation procedures for the Acceptance Tests shall be defined and detailed in the Test and Evaluation plan for each project deliverable. The minimum test documentation templates required are the following: (D)

- [a] Factory Acceptance Test
- [b] Hardware Inspection Test
- [c] Site Acceptance Test

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| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

5.3 Installation, Transition and Commissioning (ITC) Plans

[A] The Bidder shall provide an Installation, Transitioning and Commissioning Plan to 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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| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[B] 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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6 AIRPORT PERMITS

6.1 Personal Permit

[A] Contractor’s staff that will be working at the Company’s complex may 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):

- [a] Necessary application form to be completed.
- [b] Valid certified copy of ID or passport to be attached to application forms.
- [c] The airport authority may conduct a police clearance on the applicant.
- [d] Applicant to indicate request to carry cell phone supported by necessary support documentation.

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| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

[B] All permit costs shall be for the account of the successful Bidder (D)

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| <i>[THE BIDDER SHALL INSERT FULL RESPONSE FOR EVALUATION HERE]</i> | | |
| <i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i> | | |

--- END OF VOLUME 3 ---