

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



REQUEST FOR PROPOSALS:

ATNS/RFP04/03/2025/26/ATIS

ATIS REPLACEMENT PROJECT

The supply, delivery, commissioning, and support of a new ATIS system

[Project Reference: Com_2013_174]

VOLUME 3

Version 0.2

PROJECT MANAGEMENT & SYSTEMS ENGINEERING
REQUIREMENTS

March 2026

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

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. Bidders 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 PROJECT MANAGEMENT

[A] The Contractor shall establish, implement and maintain extensive and comprehensive Project Management plans throughout the period of any Contract arising from this RFP. These Plans will be submitted to the Company for information and reporting purposes. Summary level plans shall be submitted with the Tender and will be refined as necessary during the Contract development and reporting phases. (D)

COMPLIANCE (C/PC/NC)	<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>		

[B] Draft Project Management plans shall be submitted with the Tender to indicate compliance and will be refined as necessary during the Contract development and reporting phases. (D)

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

[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)

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

[D] The Contractor 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. A draft framework of measuring project activities shall be submitted as part of the tender. (D)

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

3 PROJECT MANAGEMENT PLAN

[A] The Bidder shall submit a draft Project Management Plan (PMP) together with the proposed implementation schedule. The Project Management Plan and Project Schedule will be formally accepted and approved documents used to manage and control project execution throughout the project life-cycle phases. The Project Schedule and 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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<i>[THE BIDDER SHALL INSERT REFERENCE TO ADDITIONAL INFORMATION HERE]</i>		

[B] Project Management Plan 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. (D).

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

[C] 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. (D)

COMPLIANCE (C/PC/NC)	<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 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)

COMPLIANCE (C/PC/NC)	<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>		

5 CONTRACT DATA REQUIREMENTS LIST (CDRLS)

[A] Bidders shall (with their response) submit a proposed Contract Data Requirements List (CDRL) which incorporates all data requirements stated in this RFT, such as (Project Management Plan (PMP), Project Schedule, Resource Allocation Plan, Risk Management Plan , Configuration Management Plan, Quality Assurance Plan , System Engineering Management Plan, Software Development Plan , Installation, Transition and Commissioning Plan , Installation Guide ,Test and Evaluation Management Plan, System Design Document, FAT Test Booklet, SAT Test Booklet, Technical Manuals, As-Built Documents, Integrated Logistic Support Programme Plan, Training Plan, Spares Plan, Test Equipment Plan, Package Handling Storage and Transport Plan (D).

COMPLIANCE (C/PC/NC)	<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>		

[B] The final CDRL documents will be submitted after contracting (I)

COMPLIANCE (C/PC/NC)	<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 be responsible for timely delivery of all CDRL items consistent with the overall project schedule. (D)

COMPLIANCE (C/PC/NC)	<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>		

6 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)

COMPLIANCE (C/PC/NC)	<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>		

7 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)

COMPLIANCE (C/PC/NC)	<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>		

8 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)

COMPLIANCE (C/PC/NC)	<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>		

[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)

COMPLIANCE (C/PC/NC)	<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)

COMPLIANCE (C/PC/NC)	<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>		

9 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)

COMPLIANCE (C/PC/NC)	<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)

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

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

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

[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)

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

10 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 the specified and/or agreed period from the contract signature, followed by the 12-month PBU. (D)

COMPLIANCE (C/PC/NC)	<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>		

[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)

COMPLIANCE (C/PC/NC)	<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>		

11 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)

COMPLIANCE (C/PC/NC)	<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>		

[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)

COMPLIANCE (C/PC/NC)	<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] 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)

COMPLIANCE (C/PC/NC)	<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>		

[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)

COMPLIANCE (C/PC/NC)	<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>		

12 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)

COMPLIANCE (C/PC/NC)	<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>		

[B] The Bidder shall submit a certified copy of Project Management Certificate (Diploma or PMP or Prince2 or equivalent recognized Project Management certification) for the Project Manager. (D)

COMPLIANCE (C/PC/NC)	<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 Bidder shall submit the resume/cv for the Professional Engineer role, which shall also be reflected in the provided Resource Allocation Plan. The Professional Engineer shall have a minimum of 5 years’ electronic/electrical/related engineering experience. (D)

COMPLIANCE (C/PC/NC)	<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>		

[D] The Bidder shall submit a certified copy of the registration certificate as a professional Engineer with Engineering Council of South Africa or similar body for the Professional Engineer. (D)

COMPLIANCE (C/PC/NC)	<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>		

[E] The Bidder shall submit the resume/cv for the IT Specialist, which shall also be reflected in the provided Resource Allocation Plan. The IT Specialist shall have a minimum of 5 years in IT Network and Cyber Security or software development. (D)

COMPLIANCE (C/PC/NC)	<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>		

[F] The Bidder shall submit a certified copy of an Information Technology certificate for the IT Specialist. (D)

COMPLIANCE (C/PC/NC)	<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>		

[G] 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)

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

[H] 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)

COMPLIANCE (C/PC/NC)	<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>		

13 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)

COMPLIANCE (C/PC/NC)	<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>		

[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)

COMPLIANCE (C/PC/NC)	<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, any sub-contractor’s and all contractor’s/ sub-contractor’s staff shall comply with the requirements for safety and health in Appendix A where applicable. Provision for any costing involved with these requirements shall be included in the pricing Schedule under the relevant heading on the Project Management sheet. (D)

COMPLIANCE (C/PC/NC)	<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>		

14 RISK MANAGEMENT PLAN

14.1 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)

COMPLIANCE (C/PC/NC)	<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>		

[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)

COMPLIANCE (C/PC/NC)	<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 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)

COMPLIANCE (C/PC/NC)	<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>		

15 ENVIRONMENTAL MANAGEMENT PROGRAMME

[A] The Contractor shall develop an Environmental Management Programme (EMPr) based on identified activities which may have potential or actual environmental impacts, inclusive of environmental incident reporting processes to manage all incidents and non-conformances. This shall be developed before the commencement of work in accordance with the National Environmental Management Act (No. 107 of 1998) and associated environmental legislation as well as ATNS’ environmental specifications (I)

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

[B] The Bidder shall provide a waste management plan for managing the waste generated during the execution of the scope of work as this shall be managed in accordance with ATNS’ Waste Management Procedure. (D)

COMPLIANCE (C/PC/NC)	<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, any sub-contractor and all contractor’s/ sub-contractor’s staff shall comply with the requirements for occupational, health and safety in Appendix A where applicable. Provision for any costing involved with these requirements shall be included in the pricing Schedule under the relevant heading on the Project Management sheet. (D)

COMPLIANCE (C/PC/NC)	<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>		

16 QUALITY MANAGEMENT

16.1 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)

COMPLIANCE (C/PC/NC)	<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>		

[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)

COMPLIANCE (C/PC/NC)	<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] 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)

COMPLIANCE (C/PC/NC)	<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>		

16.2 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)

COMPLIANCE (C/PC/NC)	<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>		

[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)

COMPLIANCE (C/PC/NC)	<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>		

16.3 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)

COMPLIANCE (C/PC/NC)	<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>		

17 SYSTEM ENGINEERING

17.1 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)

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

[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)

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

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

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

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

17.2 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)

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

17.3 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>		

17.4 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)

COMPLIANCE (C/PC/NC)	<i>Only responding C/PC/NC/Noted will not be accepted without proof.</i>	
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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>		

17.5 Installation, Transition and Commissioning (ITC) Plans

[A] The Bidder shall (with their response) 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)

COMPLIANCE (C/PC/NC)	<i>Only responding C/PC/NC/Noted will not be accepted without proof.</i>	
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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)

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

18 ACSA PERMITS

18.1 Personal Permit

[A] All Contractor’s staff that will be working at the Company’s FAOR and FACT, 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):

- [a] Necessary application form to be completed.
- [b] Valid certified copy of ID or passport to be attached to application forms.
- [c] ACSA will conduct a police clearance on the applicant.
- [d] Applicant to indicate a 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] The Contractor shall register his company details with ACSA as all permit costs shall be for the account of the successful Bidder (D)

COMPLIANCE (C/PC/NC)	<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 Bidder shall submit a detailed process of how they will acquire ACSA permits for FAOR, FALE, FACT, FAEL, FAPE, FAGG and FABL. The Bidders are urged to contact the ACSA Permit Offices (OR Tambo: 010-207-2899) for more information. (D)

COMPLIANCE (C/PC/NC)	<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>		

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

APPENDIX A

SAFETY, HEALTH AND ENVIRONMENT REQUIREMENTS

1 Health and Safety Requirements

1.1 Section 37(2) (Legal) Agreement

A section 37(2) agreement must be signed between ATNS and the appointed principal contractor at the time of awarding the contract. The original copy of the section 37(2) agreement must be retained by the principal contractor and a copy retained by ATNS. A copy of the agreement must form part of the respective principal contractor's SHE file.

1.2 COID

The appointed principal contractor shall be registered with an appropriate employment compensation commissioner and have available a valid letter of good standing (LoG) from such commissioner. The obligation lies with the contractor to ensure that the LoG remain valid throughout the contract period. A copy of the LoG must be filed in the contractor SHE files.

1.3 Statutory Appointments

For the duration of the contract, the appointed principal contractor shall appoint competent employees who will meet the requirements of the OHS Act. Where appointments are made, the principal contractor shall ensure that the appointees have been suitably trained and or informed of their responsibilities before getting them to accept such appointment. The relevant statutory appointments shall be made in accordance with the requirements of the OHS Act which includes the requirement of a competent person being appointed in the relevant roles.

1.4 SHE Communication Systems

The appointed Principal Contractor must develop a communication strategy/plan outlining how he/she intends to communicate SHE issues to his/her staff, the mediums he/she will employ and how he/she will measure the effectiveness of the SHE communication.

1.5 Site Access requirements

The Safety file package must be submitted to the SHE department **2 weeks** before the agreed project commencement date.

Before the **successful** Contractor commences with any work, the ATNS Project Manager/Contract Manager shall ensure that:

- A copy of the SHE Specification document is in the possession of the responsible person of the contracting company.
- The responsible person of the contracting company and the ATNS project manager/contract manager have signed the ATNS section 37 (2) agreement.
- The appointment of the Appointed principal contractor, 5(1)k has been concluded and signed by the principal contractor and Appointed Project Manager.
- The SHE plan has been discussed with the responsible person of the contracting company and approved in writing by the Contract Manager.
- A task specific baseline risk assessment must be part of the SHE Plan and accompanied by a risk assessment procedure applied. A monitoring and review plan must form part of the baseline risk assessment.
- The SHE department shall assess and give written feedback to the appointed principal contractor.
- The safety file has been approved by a form of a written letter from the SHE Department, the letter shall authorise the appointed contractor to commence with site establishment.

1.6 Costing for SHE within the Project

The SHE costing must be itemised and must take into consideration the scope of work. The appointed principal contractor must make sure that he/she made adequate provision for the cost of health and safety measures during tendering process.

1.7 Requirements specific to the issued scope of work

In compliance with legal and other requirements, the following requirements must be complied with fully:

- The supplier must submit a list of drivers that will be responsible for deliveries at ATNS.
- Attach a valid letter of good standing with the Compensation commissioner or other acceptable insurance.
- Attach valid certificates of medical fitness for all employees who will be part of the crew.
- Attach identification documents/ passport copies.
- Attach certificates of competency
- Attached proof of driver's license and PDP for the appointed vehicle.
- Attach proof of company's own induction
- A copy of company SHE Policy
- A copy of signed 37(2) agreement
- Attach documented safe work procedure i.e loading and off-loading, Incident Management, Risk Assessment, emergency preparedness and response.

All employees conducting ATIS replacement (electrical works) scope of work must comply with the following:

- Employees must be trained and competent to work with electricity.
- The appointed contractor must submit method statements/work instructions indicating how electrical work will be done safely.
- A detailed baseline risk assessment pertaining to electrical scope of work shall form part of the safety file package. (this is a detailed document indicating all the associated activities and identifying hazards and associated risks)
- Part of the baseline risk assessment must detail the control measures to be implemented as per the hierarchy of controls; the risk assessment procedure must have a monitoring and review plan.
- All risk assessments must be compiled by competent person, who has a certificate of competency for Risk Assessment from SAQA approved training provider.
- A task specific risk assessment must be conducted for all electrical activities.

1.8 Appointed principal Contractor Organogram

The Appointed principal contractor must provide an organisational organogram related to this contract, depicting all the levels of responsibility from the CEO down to the supervisors responsible for the contract. List the relevant positions held, names of appointees and legal appointments. The organogram must be accompanied by CV's of the workforce as well as proof of competencies.

This diagram must be kept up to date and filed in the project SHE files.

1.9 Medicals

Note: ATNS will only accept medical surveillances conducted by an Occupational Health Practitioner who holds a qualification in occupational health.

- Appointed principal contractor must ensure that his/her employees have a medical surveillance program whereby his/her employees undergo entry, periodic and exit medical fitness examinations.
- The appointed principal contractor must ensure that his / her employees have undergone pre-entry medical examination before starting work on the contract, should it be for longer than three (3) days.
- The appointed principal contractor shall provide a documented process for managing those employees who are issued with a conditional certificate of fitness.

1.10 Requirements for vehicles

- The appointed principal contractor must maintain their vehicles in a roadworthy condition and a vehicle license must be valid at all times.
- Contractor vehicles can be subject to inspections by the contract/project manager
- Vehicles which are not roadworthy will not be permitted to be used on site.
- Precautions shall be taken to secure all loads properly.
- All vehicles must be fitted with fire extinguisher and first aid kit

1.11 Requirements for Drivers

- The driver must have a valid national licence for the type of vehicle used.
- The driver must have level 1 first aid training and basic fire extinguisher training

It is the responsibility of the driver to ensure:

- a. Their passengers wear seat belts whilst the vehicle is in motion.
 - b. Comply with all traffic road rules, safety, direction and speed signs.
 - c. Ensure that vehicle loads are properly secured prior to moving off.
 - d. Ensure that vehicles are not overloaded.
- No driver may text, talk on cell phones whilst driving, unless a hands-free kit is used.
 - All drivers of such vehicles are to have valid medical fitness certificates.

1.12 Risk Assessments (refer sec 8 & 9 of the OHS Act)

- It is a legal requirement in terms of Section 8 (2)(d) of the OHS Act for an employer to carry out risk assessments, to establish which risks and hazards are attached to the health and safety of persons due to any work which is performed, any article or substance which is, handled, stored, transported.
- The appointed principal contractor shall develop a Risk Assessment in line with Section 8 (2)(d) of the OHS Act. Emerging risks and hazards must be managed during the duration of the contract. This means that if there are significant changes to a process or activity, or any new process, then these should also be subjected to risk assessment.
- All risks must be rated. Activity-based risk assessments shall be conducted by a competent person of the Appointed Contractor.

1.13 Incident Investigation

- All incidents shall be investigated in terms of OHS Act General Administrative Regulations 8 and 9, using ATNS OHS manual as a reference, and where injuries as contemplated in sections 24 and 25 have been sustained, be reported to the Department of Labour.
- Appointed principal contractor must develop their own incident management procedure.

- The principal contractor shall use the standard General Administrative Regulation Annexure 1 “Recording of an Incident” form for all incident investigation reports.
- The objective of incident investigation should not only be a legal requirement but should establish why and how the incident occurred and find out the real root cause of the incident and to decide on precautionary measures that are required to address the root cause to prevent any further recurrences of the same or similar incidents.

1.14 Emergency Management

- The appointed principal contractor must develop their own emergency management procedure detailing the possible emergencies that could arise due to the activities that they conduct at ATNS premises and how they will evacuate their laydown areas in case of any emergency.
- Periodic emergency drills must be undertaken to test the effectiveness of the plan. This must be recorded and provided on request.

1.15 Housekeeping and Order

- The appointed principal contractor shall maintain a high standard of housekeeping for the duration of the project.
- Prompt disposal of waste materials, scrap and rubbish is essential.
- Materials/objects shall not be left unsecured in elevated areas –falling objects may cause serious injuries/fatalities.
- All packaging material including boxes, pallets, crates, etc. to be removed from the work area immediately.
- On completion of his / her work, the appointed contractor is responsible for clearing his / her work area of all materials, scrap, and waste to the satisfaction of the client.

1.16 Tools and Equipment

- The appointed principal contractor shall ensure that all tools and equipment are identified, safe to be used and is maintained in a good condition.

- Appointed contractor shall ensure that all tools and equipment are listed on an inventory list, be regularly inspected at least monthly or as required by legislation and risk assessments.
- The equipment should be numbered or tagged so that it can be properly monitored and inspected.

1.17 Hand tools

- All hand tools (hammers, chisels, spanners, etc.) must be recorded on a register and inspected by the supervisor on a monthly basis as well as by users prior to use.
- Tools with sharp points in toolboxes must be protected with a cover.

1.18 Personal Protective Equipment Requirements

- Appointed principal contractor shall comply with the requirements of GSR 2 of the OHS Act.
- The risk-based PPE matrix must be compiled detailing the types of PPE that is required to be issued to employees performing the respective tasks.
- Where there are unusual instances where particular activities require additional type of PPE, then a risk assessment must be conducted where such PPE requirements will be identified, and the issuing be carried out.
- Appointed contractor shall ensure that his/her visitors wear and use the correct PPE whilst on worksites.
- Where PPE is required and visitors are not in possession of, then it is the individual contractor's responsibility to provide the PPE.
- All PPE purchased and used by all contractor employees including visitors must comply with the relevant SANS standards.
- Where deemed as a requirement, then high visibility vests shall be worn.

1.19 Non-Conformance and Compliance

- Any non-compliance to any health and safety requirement in this SHE specification is subject to discipline.

- Should the contractor fail to provide adequate PPE to their employees for the tasks being performed and/or to visitors; failure to enforce the wearing of such PPE will be viewed as a transgression of the legislative and ATNS requirements.

1.20 SHE file

- A SHE file means a file or other record in permanent form, containing the information about the safety and health management system during the executing of the project and all information relating to the post-executing phase after handover to the client, so that the client can maintain the works in a healthy and safe way.
- The appointed principal contractor is required to keep a SHE file on every project site. If there is more than one site per project, a file per site shall be kept at that site. Appointed principal contractor may keep additional files at his/her head office as additional records. The SHE file shall be maintained by the principal contractor on his/her project sites and shall be available on request for audit and inspection purposes.
- The SHE file shall consist of the requirements in terms of the project's safety specification, the principal contractor's safety and health plans.
- The sequence of filing the documentation must be kept in the same sequence as listed in this SHE specification and the SHE plan.
- Each record shall be separated by partitions to afford easy identification and access. Each partition must be labelled.
- On completion of the work/project, the appointed principal contractor must hand over a consolidated health and safety file to the project manager.
- In case where the project is extended, should the documentation in the SHE files become cumbersome, the older documentation must be archived in boxes which shall be correctly labelled and be available for auditing purposes. The archived documentation must be handed over at the completion of the project.

1.21 Site Manager

- Assist the appointed principal contractor in conducting site induction training for new staff and site visitors.

- Communicate to all employees under their control on any hazardous and related work procedures, before any work commences and thereafter, at such times as may be determined by a risk assessment.
- Ensure that the minimum legislative and ATNS SHE requirements are complied with on all work sites.
- Stop any work that is not in accordance with the safety and health plan or if such work poses a threat to the safety and health of persons or a risk of degradation to the environment.
- Ensure that risk-based personal protective equipment (PPE) has been issued and employees wear/use the PPE as instructed.
- Inspect such PPE on a regular basis and record the inspections.
- Ensure that all incidents are reported to the client and are investigated.
- Be involved in all investigations that occur within their area of responsibility.
- Ensure that employees under their control are conversant with all relevant work procedures and that they adhere to such procedures.
- Ensure that daily or pre-task risk assessments are conducted and documented daily and prior to the starting of any new task, irrespective of whether it is a repetitive task. Ensure that the team are involved in the abovementioned risk assessments.
- Hold toolbox talks at the start of each day/ task to discuss health and safety issues as well as confirming the requirements of the daily risk assessments.
- Ensure that all appropriate precautions are taken to protect persons (visitors, members of the public, and other contractors) present at work or in the vicinity of a project site against all risks that may arise from such site.
- Ensure that no alcohol or other intoxicating substances are brought on to, or remains on, the premises / work sites and that no employee remains on site if he/she is under the influence. Furthermore, report such instances to contract management.
- Ensure that all equipment and tools used on site comply with OHS Act requirements with respect to condition, use, care, storage, maintenance, and the management of these.

- Not victimise their employees by virtue of their employees divulging health and safety information or suspecting such information has been divulged, in the interests of health and safety requirements (reference – section 26 of the OHS Act).
- Where any work is performed which involves the environment, ensure that minimal damage is done to the environment and that where an Environment Management Plan is in place, then the employees adhere to the plan.
- Stop any employee or contractor from performing work which is not in accordance with the appointed principal contractor's health and safety plan which poses a threat to the health and safety of persons.

1.22 Contractor site supervisor

Must:

- Be competent to perform the required supervisory tasks; have attended a supervision or legal liability competent training from SAQA approved training provider.
- Ensure their employees comply with the required statutory and ATNS requirements.
- Ensuring a Safe working environment is established and maintained by the contractor for the elimination of unsafe acts by all people whilst on the project site.
- Conduct site Inspections for compliance to SHE requirements and compiles the relevant inspection reports.
- Participate in the appointed contractor emergency preparedness planning.
- Ensure that their own employees are competent to perform the tasks assigned.
- Issue site instructions on behalf of the appointed contractor where and when the employees deviate from safety requirements.
- Assist the appointed contractor with the handing over process, in particular the SHE file and relevant documentation.