AIRPORTS COMPANY
SOUTH AFRICA

Quality Management System Scope of Work

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Glossary

Acronym	Description
ACSA	Airports Company South Africa SOC Ltd
ASQ	Airport Service Quality
NPSSP	Network Planning, Service Standards and Performance Department
SLA	Service Level Agreement
QMS	Quality Management System
ISO	International Organization for Standardization - Quality Management Systems
UAT	User Acceptance Testing
AS 9100	Aerospace Standard 9100
QASA	QuadPara Association of South Africa
OM	Operations Management

Table 1: Glossary

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1. INTRODUCTION

1.1 BACKGROUND

Airports Company South Africa SOC Ltd (ACSA) owns and manages nine (9) South African Airports and promises to drive a culture of excellence in customer service and communication with its stakeholders and customers. Due to this pledge the company has implemented service standards programs aimed at monitoring and improving service excellence to customers. The programs are implemented through quantitative and qualitative methods.

Through quality surveying and analysis of results, the closed loop as reflected below seeks to allow a dialogue between the organization and its customers. This will ensure a holistic view of satisfaction levels with products offered by the organization. The closed feedback loop in this instance comprises of Airport Service Quality Departure Surveys, Process Improvement Observations, Infrastructure Observations, Stakeholder Feedback Surveys and Query Management. Feedback provided will create opportunities to improve services and product offerings.

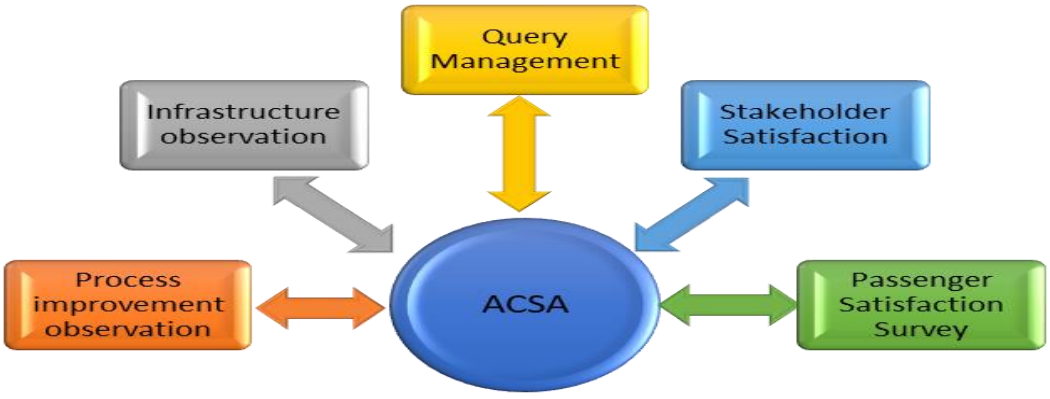


Figure 1:Closed Loop System

The closed loop system of monitoring, observing and surveying seeks to improve the experience of the passengers, airport users and maintaining a good relationship with the airport stakeholders. The monitoring of service standards is to ensure customers (passengers, airports users and airport stakeholders) need and experience is a

reflective of operational efficiencies, timeliness and good perception of the airport. The monitoring therefore aims to achieve the following objectives:

1.1.1 To observe the service efficiency of the infrastructure, facilities and resources provided at the respective airports.

1.1.2 To continuously increase awareness to airport community and service providers of their services delivered (through constant monitoring and evaluation).

1.1.3 To promote a customer focused culture within the airport community at all ACSA airports.

1.1.4 To benchmark with other airports within the network and globally so as to provide insights and feedback for improvement.

1.1.5 Gain an understanding of requirements from key stakeholders at the respective airports of the facilities and services that ACSA provides.

1.1.6 To improve and monitor facilitation of passengers at the respective airport.

1.2 OBSERVATIONS AND SURVEYS

1.2.1 Infrastructure Observations

The ACI Airport Service Quality Survey (ASQ) measures outputs and is a scorecard that monitors the service delivery KPIs. In this regard, the ASQ metrics is known in the industry as a lagging performance indicator since it is easy to measure.

To influence passenger satisfaction proactively and positively, ACSA introduced Infrastructure Observations as a leading indicator to ASQ. The observations endeavor to be predictive in nature and communicate changes in the environment.

The objective of the Infrastructure Observations is to ensure that the airport areas of the Terminal, Landside, Airside and Commercial measures are used to determine how well the infrastructure is managed. This in turn impacts on passenger experience.

The sizes of the observation areas vary per airport and the average completion rate per observation. The observations also measure stakeholder infrastructure compliance to Service Level Agreements in public areas accessible to passengers.

The observations are conducted in real-time, by ACSA field staff and captured electronically on devices provided by ACSA.

1.2.2 Passenger evaluation survey of Stakeholders

Passenger surveys are used to uncover how passengers and customers understand and feels about the airport environment and services. The results of the perception surveys are used to improve relationships and service offerings to passengers and customers. In addition, the information is used as a methodology to reward stakeholders and airport staff with Service Excellence Awards. This study focuses on surveying customer perception on services offered by stakeholders. The respective areas are:

- Retail
- Ground Transportation
- Government Agencies
- Airline Lounges

Figure 2 below sequence the events of perception surveys.

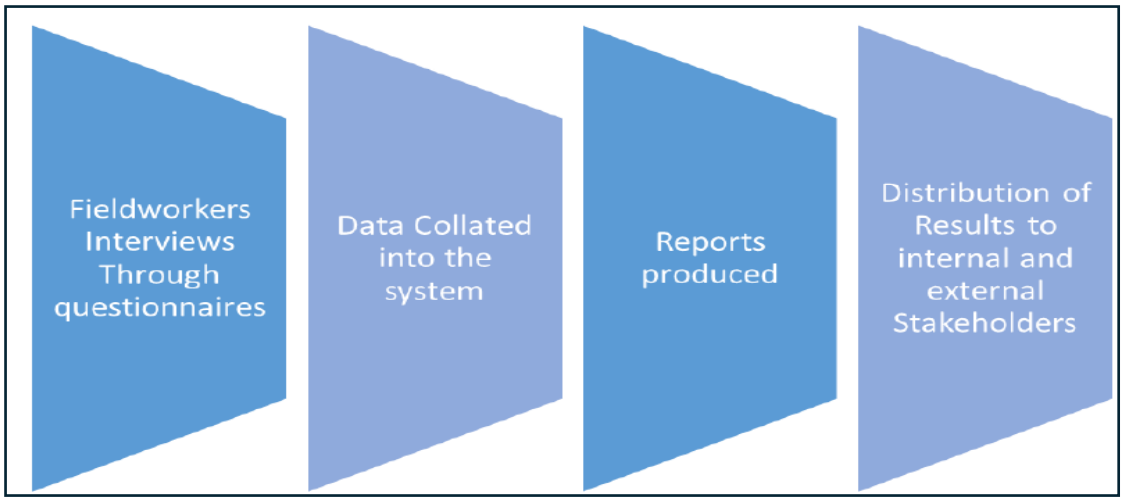


Figure 2: Sequence of perception survey events

1.2.3 Reward and recognition survey

ACSA offers a customer service behavioral training program at all airports currently called "Pride in Action". The training program is aimed at both internal and external airport staff, with the ultimate objective to:

- Enhance the passenger experience and
- To improve the Airport Service Quality (ASQ) ratings

The training program is linked to the Rewards and Recognition program, which has a three-phase evaluation process namely:

- Customer nominations
- Panel evaluations, and

- Mystery shopper

The winners of the Mystery Shopper process at each airport receive a prize at the annual Service Excellence Awards Ceremony at the applicable airport.

1.2.4 Service excellence awards

The service excellence awards honour and recognises Airports Company South Africa's stakeholders that are performing well and providing passengers with a world-class experience. To encourage high standards of performance and service delivery, it is recognised that outstanding performance should be rewarded.

The objectives of the awards are:

- To recognise service excellence
- To build business partnerships with ACSA service providers
- Continuous awareness to service providers of level of services delivered through constant monitoring and evaluation
- To create a customer-centric culture within the airport community across all ACSA airports.

1.3 Challenges in the current Quality Management System

1.3.1 Current Status: The existing Quality Management System (QMS) has several operational inefficiencies that impact audit performance, data accuracy, inability to generate timely reports and overall system reliability. The challenges experienced as mentioned below necessitate the implementation of a new project to address the issues effectively.

1.3.2 Connectivity on devices: The system experiences frequent connectivity issues, affecting users' ability to access and update quality management data in real time. This disrupts workflow efficiency, particularly in environments where seamless system access is critical, such as during audits and compliance inspections.

1.3.3 Bulk data processing limitations: The system struggles with handling large volumes of data, causing slow processing speeds and delays in generating reports. This limitation affects operational decision-making, as data is not readily available for analysis. Large-scale data imports and exports, such as compliance logs, incident reports, and audit results, take longer than expected, leading to bottlenecks.

1.3.4 Configuration issues across multiple airports: There are inconsistencies in user login credentials and system configurations across various airport locations. Users often

experience mismatches in their login details, preventing seamless access to the current system. This results in operational downtime and additional IT support requirements to resolve access issues.

1.3.5 Syncing of surveys: The current system does not effectively sync survey data collected across different devices (iPad, laptop, desktop). This results in incomplete or missing information, leading to discrepancies in quality assessments and audits. The inability to sync real-time survey data negatively impacts report accuracy and decision-making.

1.3.6 The current application is not ISO compliant: The system does not fully support or align with ISO compliance requirements, particularly ISO 9001 and AS9100. This creates challenges in maintaining certification standards, as required documentation, process controls, and audit trails are not efficiently managed. The lack of integration with ISO compliance frameworks increases the risk of non-conformance findings during audits.

2. OUT OF SCOPE

Addressing Wi-Fi connectivity issues to the QMS devices: currently Wi-Fi connectivity is a known issue which this project aims to mitigate issue by assessing the option to include a cache and sync process to enable data collection to be as close to real time as possible.

3. IN SCOPE

The scope of work includes but is not limited to the following key components:

3.1 Analysis

3.1.1 Conduct a comprehensive review of the existing processes (infrastructure observation, passenger evaluation survey of stakeholders, reward and recognition survey, and service excellence awards activities).

3.1.2 Highlight areas of non-compliance, inefficiencies, risks and ideas for improvement.

3.1.3 Deliver the documented assessment/output of the comprehensive review for sign off.

3.2 Solution Design and Requirements Gathering

3.2.1 Gather detailed business and technical requirements from all stakeholders.

3.2.2 Develop a system design that automates quality management processes while ensuring compliance with regulatory standards.

3.2.3 Conduct workshops for stakeholders to validate and sign off on the solution design and gathered requirements.

3.2.4 Deliverable will be to submit a signed system design document and functional requirements specification.

3.3 System Development and Configuration

3.3.1 Provide a solution in line with the signed-off requirements.

3.3.2 Provision a solution that automates the identified processes, ensuring compatibility with existing systems.

3.3.3 Integrate the new solution with all relevant existing systems.

3.3.4 Create dashboards for monitoring compliance, audits, corrective actions, and performance metrics.

3.3.5 The deliverable will be a fully configured and integrated Quality Management System.

3.4 Data Migration and Validation

3.4.1 Migrate historical data into the new QMS platform.

3.4.2 Validate the accuracy and completeness of migrated data.

3.4.3 The deliverable will be a comprehensive data migration and validation report.

3.4.4 The records must be stored in line with ACSA information management policy.

3.5 User Training and Change Management

3.5.1 Create tailored training programs for end-users, focusing on new QMS functionalities.

3.5.2 Conduct structured change management initiatives to support a smooth transition to the new QMS.

3.5.3 The deliverable will be training manuals, video tutorials, user guides, and a schedule of training sessions.

3.5.4 Training must be done at all 9 ACSA airports and will accommodate shift workers.

3.6 Testing and Quality Assurance

3.6.1 Conduct thorough testing of the QMS system, following the ACSA test framework. Refer to section 10.

3.6.2 Provider must include business when doing scenarios test cases.

3.6.3 Provider is responsible for quality assurance of the solution they are providing.

3.6.4 Provider must provide functional specification requirements.

3.6.5 Identify and resolve any bugs or issues before the system goes live.

3.6.6 The deliverable will be a test plan presented to and signed off by all project stakeholders. The test plan must include defined test cases, test reports, and testing sign-off.

3.7 Go-Live and Post-Implementation Support

3.7.1 Roll out the QMS in a live production environment.

3.7.2 Provide the implementation plan with timelines

3.7.3 The deliverable will include a detailed go-live strategy, including transition tasks, roles, and post-implementation support documentation.

3.8 Documentation and Handover

3.8.1 Document the entire system, including workflows, configurations, and integrations.

3.8.2 Handover all documentation and system details to ACSA's internal IT.

3.8.3 The deliverable will include full system documentation and knowledge transfer report.

3.9 Project Deliverables

3.9.1 Provide finalized process maps for all quality management processes.

3.9.2 Submit a functional and technical requirements document.

3.9.3 Deliver a fully operational QMS platform with integrated dashboards and reporting capabilities.

3.9.4 Provide validated data migration reports.

3.9.5 Deliver user training manuals and training session reports.

3.9.6 Obtain official sign-off on all testing activities and UAT reports.

3.9.7 Present a detailed support and maintenance strategy.

3.9.8 Provide complete project documentation and a final handover report.

4. STAKEHOLDERS

4.1 Project Sponsor: IT Executive Management.

4.2 Project Owner: OM Executive Management

4.3 Project Manager: [ACSA and Service Provider].

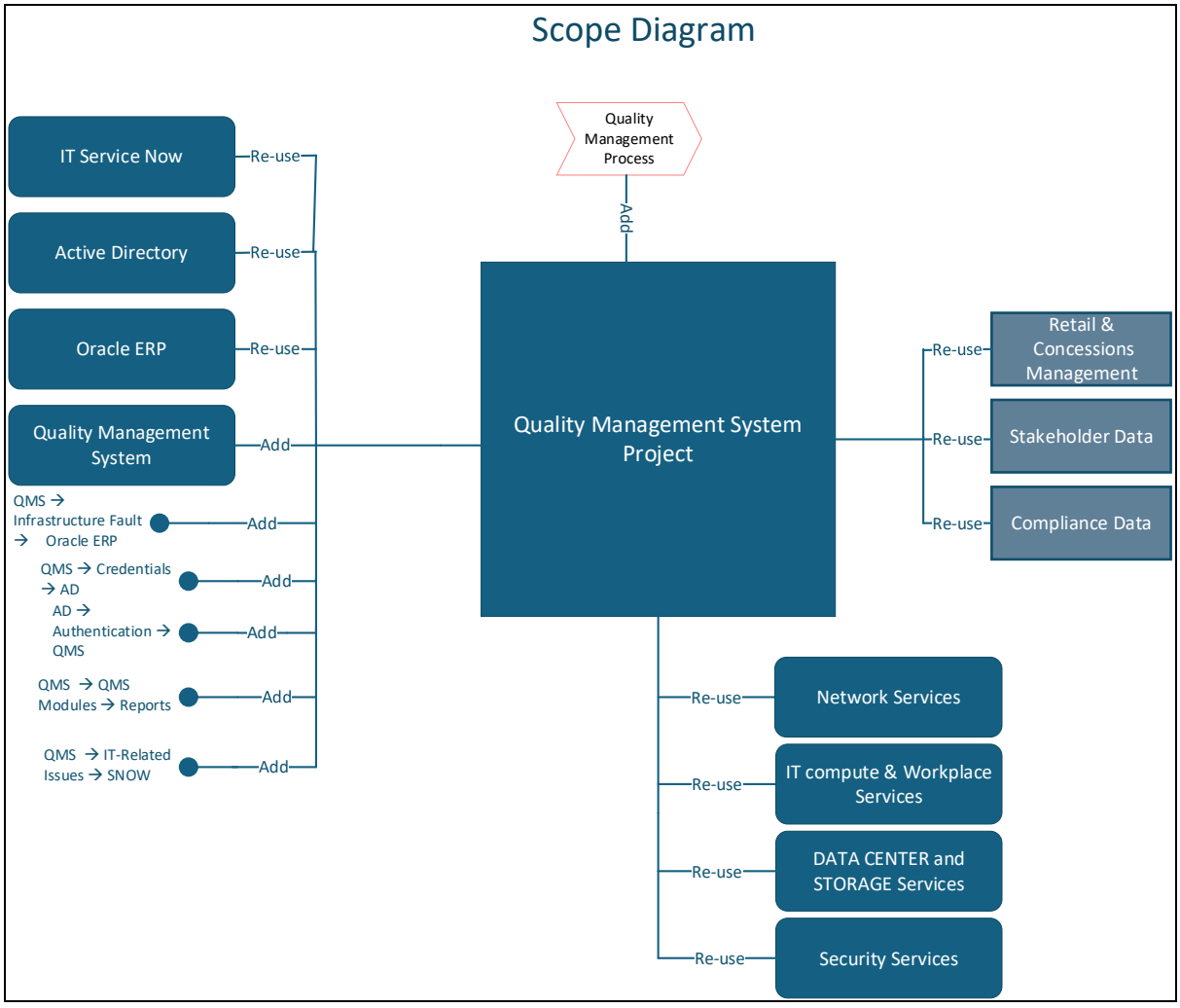
4.4 User Client: Operations Management Division - Key users of the system, responsible for requirements and feedback, and change champions.

4.5 IT Department: Responsible for system integration and support.

4.6 Vendors: Selected technology providers for software and automation tools.

5. CONCEPTUAL MODEL

Conceptual Model Overview – Quality Management System (QMS) Project



The conceptual model illustrates the scope of the Quality Management System (QMS) project. The central component is the QMS Project itself, and all elements connected to it represent the key scope items. Below is an explanation of each section of the diagram:

5.1 **Top**:

The **Quality Management Process** is the business process impacted by this project. The QMS project will enhance this process by enabling the documentation and management of quality-related activities.

5.2 **Left-hand side (Impacted Systems)**:

This section shows systems that will interact with or be affected by the QMS project:

5.2.1 **Microsoft Active Directory (AD)**: The project will reuse the existing AD for user authentication.

5.2.2 **Oracle ERP**: The current instance of Oracle ERP will be reused for integration related to infrastructure fault management.

5.2.3 **New QMS Platform**: A new QMS solution will be introduced.

5.2.4 **Interfaces to be added**:

5.2.4.1 QMS → Infrastructure Faults → Oracle

5.2.4.2 QMS → Credentials → MS Active Directory

5.2.4.3 MS Active Directory → Authentication → QMS

5.2.4.4 QMS → Modules → Reporting System

5.2.4.5 QMS → IT Related Issues → Snow

5.3 **Bottom (Foundational Technologies)**:
The following existing IT services will be reused to support the QMS solution:

5.3.1 Network Services

5.3.2 IT Compute & Workplace Services

5.3.3 Data Centre and Storage Services

5.3.4 Security Services

5.4 **Right-hand side (Data Requirements)**: The QMS solution will require and interact with the following data elements:

5.4.1 Retail & Concessions Management Data

5.4.2 Stakeholder Data

5.4.3 Compliance Data

6. BUSINESS REQUIREMENTS

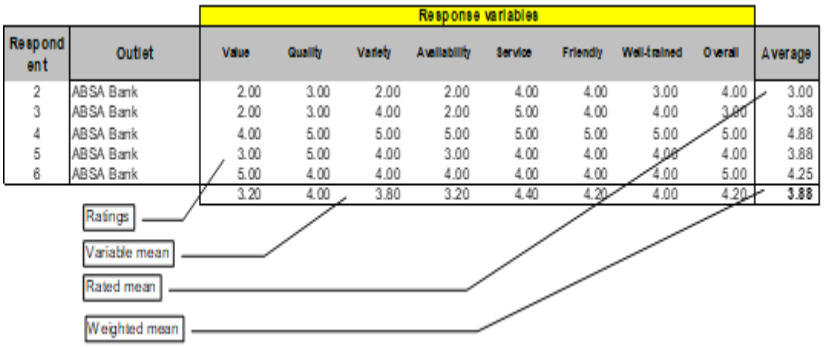
The following are business requirements that must be delivered by the Quality Management Solution:

BR #	Requirement Description	Compliant?	
BR 6.1	Quantitative Monitoring Analysis (QMA) Scope of Works Technical activities include but not limited to:	Yes	No
6.1.1	Thorough review of the survey forms		
6.1.2	Thorough review of the reporting actives (daily, weekly, monthly, annual and adhoc)		
6.1.3	Devise a methodology for Service Excellence Awards Program and automate its process		
6.1.4	Review and advise on the sampling framework		
6.1.5	Assessing customer requirements, monitoring and ensuring that these requirements are met		
6.1.6	Determining, negotiating and agreeing on quality standards		
6.1.7	Recording, analysing and reporting all relevant statistical information		
6.1.8	Produce management, technical and analytical reports (system log)		
6.1.9	The reports to contain both high level strategic insights/ trends / correlations as well as operational recommendations.		
6.1.10	Automated escalations shall comply with the operations management policies and enforcement guidelines of the business rules		
6.1.11	Act as a catalyst for change and improvement in performance and quality standards. **(**Customer Success platform**)**		
BR 6.2	Administrative Activities: these include but not limited to:	Yes	No
6.2.1	Produce reports/dashboards/ trends over time.		
6.2.2	Provide integrated reports/view of all relevant quality modules		
6.2.3	Identify trends, non-performance (for entities being audited) and areas of improvement		
6.2.4	Produce performance/monitor reports for researchers/fieldworkers		
6.2.5	Determining training needs based on the performance reports for field workers		
6.2.6	Undertaking on-going process and system reviews		
6.2.7	Ensuring that all internal and external requirements are met before reports distributed to our customers		
6.2.8	The assurance service is required on all the service quality improvement modules across all 9 Airports		
BR 6.3	Passenger Evaluation of Stakeholder Surveys	Yes	No
	This study focuses on surveying customer perception on services offered by stakeholders.		
6.3.1	Business Accounts - Retail: The survey determines whether some parameters on the attributes “Product Choice” and “Customer Service” were noted by a customer whilst browsing the shop. A Likert Scale ranging from “Excellent, Very Good, Good, Fair and Poor” (or Not Applicable) responses are thus sought for the following parameters:	Yes	No
6.3.1.1	Customer Services		
6.3.1.1.a	Whether the ambience of the outlet is satisfactory		
6.3.1.1.b	Whether the customer was acknowledged by shop staff and assistants		
6.3.1.1.c	Whether the staff was friendly and helpful		

6.3.1.1.d	Whether the staff was efficient		
6.3.1.1.e	Whether the speed of service was acceptable		
6.3.1.1.f	Whether there was adequate number of staff on the shop floor		
6.3.1.1.g	Whether staff was well presented and in uniform		
6.3.1.1.h	Whether the outlet was clean and tidy		
6.3.1.2	Product Choice		
6.3.1.2.a	Ease of locating product		
6.3.1.2.b	Range and variety of products		
6.3.1.2.c	Value for money and competitiveness		
6.3.1.2.d	Adequate stock levels		
6.3.1.2.e	Presentation and display of products		
6.3.1.2.f	Overall satisfaction with the outlet		
6.3.1.2.g	**Furthermore, the below yes/no questions are included to establish satisfaction level and recommendation:**		
6.3.1.2.h	Would you recommend this outlet to relatives and friends?		
6.3.1.2.i	Would you visit this outlet again?		
6.3.1.2.j	Did the service quality of the outlet meet your expectations?		
6.3.2	Business Accounts - Food and Beverage outlets: The survey determines attitude to “Product Quality” and “Customer Service” experience by the customer. Responses are obtained for the following parameters:	Yes	No
6.3.2.1	Customer Service		
6.3.2.1.a	Whether the ambience of the outlet is satisfactory		
6.3.2.1.b	Whether the customer was acknowledged by shop staff and assistants		
6.3.2.1.c	Whether the staff was friendly and helpful		
6.3.2.1.d	Whether the staff was efficient		
6.3.2.1.e	Whether the speed of service was acceptable		
6.3.2.1.f	Whether there was adequate number of staff on the shop floor		
6.3.2.1.g	Whether staff well-presented and in uniform		
6.3.2.1.h	Whether the shop floor was clean and tidy		
6.3.2.2	Product Quality		
6.3.2.2.a	Presentation and display of the meal.		
6.3.2.2.b	Overall satisfaction with food		
6.3.2.2.c	Variety of menu		
6.3.2.2.d	Value for money/competitiveness		
6.3.2.2.e	Overall satisfaction with the outlet		
6.3.2.2.f	Furthermore, the below yes/no questions are included to establish satisfaction level and recommendation:		
6.3.2.2.g	Would you recommend this outlet to relatives and friends?		
6.3.2.2.h	Would you visit this outlet again?		
6.3.2.2.i	Did the service quality of the outlet meet your expectations?		
6.3.3	Business Accounts – Banks: The survey determines attitude to “Product Quality” and “Customer Service” experience by the customer. Responses are obtained for the following parameters:	Yes	No
6.3.3.1	Customer Services		
6.3.3.1.a	Whether the ambience of the outlet is satisfactory		
6.3.3.1.b	Whether the customer was acknowledged by shop staff and assistants		
6.3.3.1.c	Whether the staff was friendly and helpful		
6.3.3.1.d	Whether the staff was efficient		
6.3.3.1.e	Whether the speed of service was acceptable		

6.3.3.1.f	Whether there was adequate number of staff on the shop floor		
6.3.3.1.g	Whether staff presented and in uniform		
6.3.3.1.h	Whether the shop floor was clean and tidy		
6.3.3.2	Product Quality		
6.3.3.2.a	Overall satisfaction with the outlet.		
6.3.3.2.b	Furthermore, the below yes/no questions are included to establish satisfaction level and recommendation:		
6.3.3.2.c	Would you recommend this outlet to relatives and friends?		
6.3.3.2.d	Would you visit this outlet again?		
6.3.3.2.e	Did the service quality of the outlet meet your expectations?		
6.3.4	Ground Transportation - Car Hire: Unlike Business Accounts, the Car Hire category parameters only have customer service elements. These elements include:	Yes	No
6.3.4.1	Whether the customer was acknowledged by shop staff and assistants		
6.3.4.2	Whether the staff was friendly and helpful		
6.3.4.3	Whether the staff was efficient		
6.3.4.4	Whether there was adequate number of staff on the shop floor		
6.3.4.5	Waiting time in queue		
6.3.4.6	Value for money		
6.3.4.7	Appearance of vehicle		
6.3.4.8	Cleanliness of vehicle		
6.3.4.9	In cases where the service is rated Fair or Poor, the respondent qualify by describing why the service is rated negatively by choosing the options ‘attitude’, ‘rude’ or ‘sullen’. With reference to the negative rating for the product, respondents describe why by choosing the options ‘quality’; ‘price’ or ‘quantity’.		
6.3.5	Ground Transportation – Taxi, valet and Shuttle Services This category falls under the ground transportation module and involves transportation of passengers to and from the airport. The questionnaire used includes the following parameters:	Yes	No
6.3.5.1	Acknowledgement by staff		
6.3.5.2	Friendliness/appearance of staff		
6.3.5.3	The efficiency of staff		
6.3.5.4	Adequate number of staff		
6.3.5.5	Value for money		
6.3.5.6	Appearance of the vehicle		
6.3.5.7	Cleanliness of the vehicle		
6.3.5.8	Overall satisfaction with the service provider		
6.3.6	Airfield Services Ground handlers Unlike Business Accounts and Ground Transportation, ground handlers’ customer is not a passenger, but an airline. Therefore, respondents of this category are airlines, rating services offered by handlers. The survey includes the following parameters:	Yes	No
6.3.6.1	Quality of equipment		
6.3.6.2	Safety Adherence		
6.3.6.3	Security Adherence		
6.3.6.4	Handling of Special Requests / Problems		
6.3.6.5	Overall Efficiency		
6.3.6.6	Speed/ On-time performance		
6.3.6.7	Staff Presentable		
6.3.6.8	Staff Courteous		
6.3.6.9	Trained Staff		

6.3.6.10	Quality of equipment		
BR 6.4	Profile of Respondents Each of the above-mentioned questionnaires contain the demographic and profiling of the interviewee. The section is limited only to the below parameters, to construct profile of customers:	Yes	No
6.4.1	Nationality		
6.4.2	Gender		
6.4.3	Age		
6.4.4	Number of trips per year		
6.4.5	Type of flight		
6.4.6	Reason for travel		
6.4.7	Nationality		
BR 6.5	Preparation of Sampling	Yes	No
6.5.1	A sampling plan of all categories is prepared by the appointed external researcher partner in January of each calendar year (this sampling plan and criteria for investigation is sent to Operations Management corporate office for input and adoption). The approved sampling plan and survey-criteria are then used by fieldworkers to conduct interviews at each airport. The space occupied by the retail outlet in relation to the size of the airport and number of customers are the primary determining criteria for the sampling sizes. The airport size (number of passengers per annum) forms the main determinant for sample size for surveys of Car Hire businesses and Government Service Providers.		
BR 6.6	Data Collection	Yes	No
6.6.1.	The data is collected throughout the year, by conducting face-to-face interviews of randomly selected respondents at each service points. A standardised questionnaire is completed by the respondent with help from a researcher. The data obtained is then captured onto the QMS server electronically. Stringent measures are put in place to validate integrity and to bypass capturing errors. The system must use this information to create various reports and analysis. Trained personnel are used at each airport to minimise/avoid the fieldwork irregularities.		
BR 6.7	Analysis and Interpretation	Yes	No
6.7.1.	The system stores and creates predefined reports for stakeholders and Airport Management. External research partner draws raw data from the system, to conduct an in-depth statistical analysis. This includes inter-relationship between the various parameters surveyed, respondents profiling, data interrogation and integrated reporting with other QMS modules. Reports in the system must be in the form of simple tables of results and charts, where ratings and subsequently ranking of outlets are reported, the ratings are reported as weighted means (arithmetic average). For the perception and value reports, the following rating scale is used to collect responses. In this report, various terms are used. Below is a definition of terms used: Variables: Each specific service definition for which a respondent's score was obtained		

	Ratings: Scores given by respondents in each service definition variable Variable mean: Mean (average) of scores from several respondents of the same variable Rated means: The mean of scores across the full range of variables Weighted mean: The average of rated means for a given service provider For example:  ***Scale used to measure the service levels experienced by respondents*** ***The ratings used and the interpretation*** Rating | Interpretation 1 | Poor 2 | Fair 3 | Good 4 | Very Good 5 | Excellent It is worth remembering that this weighted mean is not an absolute score but a relative rating scale. Parameters such as Standards Deviations (SD) and Coefficients of Variation (COV) are included in the results to provide some understanding of the spread of data.		
BR 6.8	Data Reporting and Conventions	Yes	No
6.8.1.	Quarterly summary reports are sent to Airport Management, displaying performances of each environment.		
BR 6.9	Quality Management System (QMS) Audits Module 1: Terminal Assessment	Yes	No
	The principal purpose of the Quality Management System (QMS) auditing module is to ensure that the areas of Terminal, Landside, Airfields, Business Accounts, Cargo, Remote Sites and Ground Transportation are customer focused. The programme not only confirms the non-compliance levels but also identifies areas of non-compliance so that substandard areas can be rectified. These audits are conducted by an external research partner, with trained fieldworkers placed at all airports' environments. The findings of the audits are captured electronically on devices (iPads and mobile phone), using predefined audit questionnaires per environment. To speed up the process of correction, the completed audits are forwarded electronically via email subscriptions to responsible personnel per environment. This allows instant correction/action taken		

	for non-compliances captured by fieldworkers. Together the measures take account of the entire process value chain of the passenger experience and provide key indicators of non-compliance reporting of services at the various areas of the airports, as well as services rendered to passengers and customers. The standards that have been adopted are those set by the International Air Transportation Association (IATA), such as those noted in the Airport Development Reference Manual and recommendations by the International Civil Aviation Organisation (ICAO). There are five parts to the QMS auditing, which are conducted on Personal Data Assistants (PDA) system developed and supported by the Service Provider. The following section provides more details on these modules. Each module looks at an area within the airport that affects customer experience, and these five modules account for the majority of services that passengers will encounter when they visit ACSA airports.		
6.9.1	Module 1: Terminal Assessment	Yes	No
	The Terminal Module is an assessment of all aspects of customer service provided to passengers and non-passengers in the Airport Terminal building. This includes assessing staff working at the terminal in terms of their appearance (uniform worn), behaviour (courtesy and friendliness) and knowledge (of procedures such as evacuation etc.). This module also contains assessments of Terminal equipment to see that lifts are not breaking down and carousels are kept working. Cleanliness is also a fundamental element of customer service in the Terminal building including escalators but especially the condition of the Washrooms. The Terminal building is a passenger processing unit and therefore attracts queues and this needs to be managed carefully and kept to the minimum so that passengers are not kept waiting. Therefore, staffing levels or resourcing is also an important factor for providing good customer service. The value of this module is that it looks at the area that passengers spend the largest proportion of their time during their visit and so has a significant influence on their perception of the airport. One of the main purposes of this module is to ensure that the process of moving through the terminal is as seamless as possible and obstacles are removed or better managed. On average the airports are required to have one full complete audit per week. This includes terminal departures, terminal arrivals and all washrooms. The questionnaires used are continuously reviewed and amended jointly by external partners, ACSA and stakeholders. The applied changes are mostly informed by fieldworkers from an external research company, with the aim of standardising questionnaire across all 9 airports. Fieldwork is provided by external research company, with the objective of impartiality.		
6.9.2	Module 2: Landside Assessment	Yes	No

	The purpose of the Landside module is to assess the facilities/processes that passengers use/experience prior to stepping in to the terminal or once they are leaving the Terminal. This largely focuses on the kerbside and parking facilities. This is to ensure that the passenger's perception of the airport during the whole experience from arrival at the airport to departure from the airport is positive. On average the airports are required to have one full complete audit per week. The audit includes the following areas: • Approach roads • Exit roads • Staff parking • Passenger parking (long term, short term, shaded, carports, Multi Storage Parking) • Service roads The service provider reviews the questionnaire with ACSA and other third parties as necessary. The landside module focuses on the airport grounds immediately outside the terminal to ensure: • There is sufficient parking spaces; • That traffic at drop off areas is managed; and • That access to other public transportation is controlled at the airport grounds. • Cleanliness • Functionality of facilities (e.g. pay stations, vehicle management system, boom gates) This serves to ensure that passengers can arrive (or depart the airport) seamlessly, as safely and quickly as possible.		
6.9.3	Module 3: Airfields Assessment	Yes	No
	The assessments for this module are based on the Service Level Agreements established between the airport and the ground handling agents and focus on both compliance levels, as well as measuring the processing times (baggage delivery, chock-on, thumps up, steps docking), whilst handling the aircraft. Airfield audits include Arrivals, Departures and Passenger Assistance Unit. The sample size is dependent on the number of airlines and aircraft movements. The audits are also split into the International and Domestic terminal. Some of the questions are only applicable for international flights and others only for Domestic flights. The ground handling module analyses the services provided in terms of loading and preparing the aircraft for departure, as well as preparing the aircraft for arrival especially offloading bags onto carousels within reasonable times (against ACSA's standards). This is a critical service in aviation, since if ground handling is not managed properly there can be safety implications. Further to this, the area is time sensitive and can affect the efficiency of the airport, affecting on-time departures and arrivals of flights. Consequently, the target for efficiency is a minimum 95% (or maximum 5% non-compliance) compared to an efficiency target of minimum 90% for the other modules.		

	This section involves a monthly assessment of the ground handling service experienced by the airlines from the Handling Agents.		
6.9.4	Module 4: Business Accounts Assessment	Yes	No
	This module involves monthly assessment of each outlet at all airports. Business accounts activities have been split by area into Retail shops, Food outlets and Banks. An external agency surveys the outlets against a list of questions that are based on the Service Level Agreements between outlets and the airports. The audits observe the customer experience of shops for service aspects, such as service delivery, lighting, stock levels, hygiene especially for restaurants etc. This module complements the perception results from the perception survey. One audit is conducted per outlet in a month.		
6.9.5	Module 5: Ground Transportation Assessment	Yes	No
	This module involves a monthly assessment of each service provider at all airports. Ground transportation activities have been split by area into Car hire, taxis service, Shuttle service and cargo. An external agency surveys the service providers against a list of questions that are based on the Service Level Agreements between stakeholder and the airports. It is worth noting that the questionnaires for taxis, shuttle and cargo are still under development. One audit is conducted per service in a month.		
6.9.6	Module 6: Cargo and Remote Site Assessment	Yes	No
	The Cargo and Remote Site module assesses facilities, processes, and compliance standards for cargo operations and remote airport sites (e.g., warehouses, freight handling areas, and off-terminal logistics zones). This ensures efficient, secure, and safe cargo handling while maintaining service quality for stakeholders (airlines, freight forwarders, and ground handlers). Audit Frequency: Reginal Airports: Weekly full audit. Local Airports: Quarterly full audit. Areas Assessed: Cargo Terminals: Warehousing (temperature-controlled zones, hazardous goods storage). Freight handling equipment (forklifts, conveyors, ULDs). Documentation accuracy (waybills, customs clearance). Remote Sites: Fuel farms. Maintenance hangars. Off-site cargo storage facilities. Processes: Loading/unloading efficiency. Security screening compliance (ICAO/IATA standards). Hazardous materials handling.		

	Key Compliance Criteria (Yes/No): Facilities: Adequate space and equipment for cargo volume. Cleanliness and pest control. Functionality of weighbridges and scanners. Safety & Security: Fire safety systems operational. Access control (biometric/ID checks). CCTV coverage and alarm systems. Operational Efficiency: Average turnaround time per shipment (<90 mins for express freight). Damage/loss rates (<0.5% of total cargo). Questionnaire Review: Developed with ACSA, cargo operators, and third-party auditors. Updated annually to reflect regulatory changes (e.g., IATA Cargo Standards). Outcome Goals: Minimize cargo delays and damage. Ensure compliance with ICAO Annex 9 and local regulations. Enhance stakeholder satisfaction (e.g., airlines, freight forwarders)		
BR6.10	Methodology	Yes	No
6.10.1	The idea behind the observation assessments is to determine the extent which various airport service providers adhere and comply with the lease agreement conditions. There are basic infrastructural and customer orientated conditions that are expected from each service provider operating in the airport premises. These are outlined in a questionnaire form. These conditions cover a host of Health and Safety issues, outlet design and infrastructure as well as customer service approach.		
BR6.11	Measurements:	Yes	No
6.11.1	YES = Compliant Where the observed item is complying with the agreed conditions, for instance every light in an outlet is expected to be in a proper working order. NO= Not Compliant In cases where the observed item is not complying with the expected service standard, for instance where the walls/ceiling are not clean due to cobwebs, stains or visible markings. The provider is marked down and detailed comments on such instances are recorded for feedback purposes. Optional **=** NA Each service provider varies from the next in some way, it could be on size, design and or infrastructure set-up. Where the observed item is not applicable to a particular shop, for instance some outlets do not		

	have windows. In this case, questions related to the window display are not applicable and they are omitted.		
BR6.12	Observation Analysis	Yes	No
6.12.1	Upon audit completion, the user synchronises the device to the server by pressing the sync icon on the application. Data is then captured on to the SQL server database. Predefined queries run, to creates various reports as required by users. The types of reports presented includes, but not limited to: • Non-compliance report • Raw data report • User Completion report • Departmental pulse report • Instant PDF report An overall compliance percentage is calculated off the audits conducted. This is done by calculating the respective frequencies of the above-mentioned measures (i.e. Yes, No and Optional). The overall compliance is then taken from the frequency of measure Yes. Detailed comments on non-compliance (measure 2) are included to effect corrective action. All optional questions are excluded from the calculations.		
BR6.13	Reporting	Yes	No
6.13.1	Every month/quarter end, the service provider compiles comprehensive reports, customized reports per module to ACSA. The results are used for continual improvement and performance management. Furthermore, the results are relayed to stakeholder as service standard packs. An example of a fieldwork sample Below is the number of Assessments per annum and per month, for the international airports and per quarter and annually for the regional airports. The breakdown is shown in the table below:		

	JNB	CPT	DUR	REGIONAL	PLZ	ELS	GRJ	BFN	KIM	UTN	LOCAL
Frequency	**Monthly**				**Quarterly**						
Landside	2	2	2	**6**	2	2	2	2	2	2	6
Terminal International Arrivals	2	2	2	**6**							
Terminal International Departures	2	2	2	**6**							
Terminal Domestic Arrivals	2	2	2	**6**	2	2	2	2	2	2	6
Terminal Domestic Departures	2	2	2	**6**	2	2	2	2	2	2	6

Washrooms	5	5	5	**15**	4	4	4	4	4	4	12
Airside	6	6	6	**18**	6	6	6	6	6	4	19
Total	**21**	**21**	**21**	**63**	**16**	**16**	**16**	**16**	**16**	**14**	**94**
TOTAL ASSESSMENTS PER ANNUM	**JNB**	**CPT**	**DUR**	**SUB TOTAL**	**PLZ**	**ELS**	**GRJ**	**BFN**	**KIM**	**UTN**	**NATIONAL**
Landside	24	24	24	72	8	8	8	8	8	8	48
Terminal International Arrivals	24	24	24	72							0
Terminal International Dep	24	24	24	72							0
Terminal Dom Arrivals	24	24	24	72	8	8	8	8	8	8	48
Terminal Dom Dep	24	24	24	72	8	8	8	8	8	8	48
Washrooms	60	60	60	180	16	16	16	16	16	16	96
Airside	72	72	72	216	24	24	24	24	24	16	136
Cargo and Remote Sites	100	100	100	300	100	100	100	100	100	100	600
Total	**352**	**352**	**352**	**1056**	**164**	**164**	**164**	**164**	**164**	**156**	**976**

Disclaimer: The sampling schedules and assessment frequencies provided in this document (e.g., weekly/monthly audits) are baseline examples. Final sampling plans for each airport will be adjusted based on real-time passenger traffic data, infrastructure capacity, and operational requirements. ACSA reserves the right to modify sampling methodologies to align with dynamic airport conditions.

All measures are conducted per week. The measures are conducted during a busy time and a quiet time. In general, the airport is under pressure during Thursdays, Fridays, Saturdays and Sundays. On Monday Mornings, international arrivals are under pressure.

Example - Assessment Schedule per Month

QMS AUDITS INTERNATIONAL	**PERSON RESPONSIBLE**	**Mar**
OR TAMBO		
Terminal A Arrivals	Week 4	1
O R TAMBO		
Terminal B Dom Arrivals	Weeks 1 and 3	2
Terminal B Dom Departures	Weeks 1 and 3	2
Terminal B Washroom Arrival	Weeks 1 and 3	2
Terminal B Washroom Departure	Weeks 1 and 3	2
Terminal A International Arrivals	Weeks 1 and 3	1
Terminal A International Departures	Weeks 1 and 3	1
Terminal A Washroom Arrival	Weeks 1 and 3	1
Terminal A Washroom Departure	Weeks 1 and 3	1
Terminal A Landside	Weeks 1 and 3	1
Parking 1 Basement	Weeks 1 and 3	1
O R TAMBO		
Terminal B Dom Arrivals	Week 2	1

	Terminal B Dom Departures	Week 2	1			
	Terminal B Washroom Departures	Week 2	1			
	Terminal A Parkade 2 South	Week 2	1			
	Ground Handling Airside Arrival Terminal A	**(Wide bodied)**				
	Bidair	Emirates, Virgin Atlantic	2			
	Menzies	Turkish Airlines	2			
	Swissport	1 x SAA, 1 x Swiss	2			
	Ground Handling Airside Arrival Terminal B					
	Bidair		2			
	Menzies		1			
	Swissport	2 x SAA, 1 x SA1	3			
	Terminal B Dom Arrivals	Week 2	1			
	Terminal B Dom Departures	Week 2	1			
	Terminal B Washroom Arrivals	Week 2	1			
	Terminal A Departures	Week 1	1			
	Terminal A Washroom	Week 1	1			
	International Landside	Week 4	1			
	Sub Total Terminal		***12***			
	Sub Total Washrooms		***9***			
	Sub Total Landside		***4***			
	Sub Total Airside		***12***			
	Total ORTIA Including Washrooms	37	37			
	CTIA					
	International Terminal Arrivals	Week 3	1			
	International Terminal Departures	Week 3	1			
	International Washroom Arrivals	Week 3	1			
	International Washroom Departures	Week 3	1			
	Ground Handling Airside Arrival					
	Bidair	Emirates	2			
	Menzies	British Airways	2			
	Swissport	Lufthansa	1			
BR6.14	Service Excellence Awards				Yes	No
6.14a	ACSA has designed a rewards programme that acknowledges service excellence by the respective service providers. ACSA hosts an annual function, called the Service Excellence Awards, at each of its airports to honour and thank service providers that have demonstrated excellent service. These are the categories that are awarded at each of the nine (9) airports but not limited to. The categories include:					
6.14.1	Regional Airports Best International Performing Airline – Full Cost				Yes	No
6.14.1.1	• Wide Body • Narrow Body • Multiple routes – Tag on flights (SIN JNB CPT) • Best Regional Airline					

	• Best Domestic Performing Airline – Full Cost • Best Domestic Performing Airline – Low Cost • Best Performing Ramp Handler • Best Food and Beverage service provider– Full Service • Best Food and Beverage service provider – Take Away • Car Hire Service Provider Category A • Car Hire Service Provider Category B • Best Government Service Provider • Best Cargo Airline (measures to be put in place) • Best Cargo Handler (measures to be put in place) • Best Cleaning Service Provider – (measures to be put in place) • Passenger Services Award • Best Security Service Provider (measures to be agreed on) • Best Safety Service Provider (measures to be agreed on) • General Manager's award (GM's discretion) • QASA Award • Best Retail Service Provider – Airside • Best Retail Service Provide - Landside		
6.14.2	Local Airports		
6.14.2.1	• Best Performing Airline - Full Cost • Best Performing Airline – Low Cost • Best Performing Ramp Handler • Best Food and Beverage service provider– Full Service • Best Food and Beverage service provider – Take Away • Car Hire Service Provider Category A • Car Hire Service Provider Category B • Best Cleaning Service Provider – (standards to be put in place) • Passenger Services Award • Best Security Service Provider (measures to be agreed on) • Best Safety Service Provider (measures to be agreed on) • Airport Manager award (AM's discretion) • QASA Award • Best Retail Service Provider – Airside • Best Retail Service Provide - Landside The winner in each category is informed by combined respective efficiency scores in the following modules. This includes • QMS audits • ASQ score • AQI process time performance • Commercial perception score • On-time performance.		
BR6.15	Rewards and Recognition		
6.15.1	The objective of the Rewards and Recognition Programme is to ensure that the identified Pride in Action behavioural standards become an established practice at ACSA airports with the intent of increasing overall customer satisfaction and ASQ performance ratings. The audience targeted for this training intervention are airport stakeholders. Operations Management division coordinate and facilitate the Pride-in-Action Customer Services training at the airports. The		

	training programme identifies and builds on the recognised behavioural standards which forms the base for the Rewards and Recognition Programme. For any airport staff to qualify for a reward, attendance of the Pride-in Action training programme is compulsory. The design of the Rewards and Recognition Programme is both aligned and integrated with the Pride-in-Action behavioural training programme. Formal quarterly rewards ceremonies are held to recognise staff for excellent customer service. These quarterly nominations are reviewed by a representative airport panel who recommends candidates for the annual Mystery Shopper process.		
6.15.2	The system must integrate with other CRM platforms (social media, trending ACSA deck) to capture complements		
6.15.3	The system must be able to capture the complements		
6.15.4	The system must report real time data of complements		
BR6.16	System integration	Yes	No
6.16.1	The system must support Single Sign-On (SSO) authentication via Active Directory (AD).		
6.16.2	The system must integrate with Oracle ERP EAM system to log infrastructure faults.		
6.16.3	The system must integrate QMS modules for generating reports.		
6.16.4	The system must integrate with the IT ServiceNow platform to enable automatic logging and tracking of IT-related issues.		
BR6.17	Escalation Requirements	Yes	No
6.17.1	None-compliance		
6.17.1.1	In the event of non-compliance with the defined quality management standards and system requirements, an escalation process shall be initiated, involving formal notification to relevant stakeholders, corrective action tracking, and, if necessary, further escalation to senior management for resolution and enforcement		
6.17.2	Calls logged to the IMC (Incident Management Centre)	Yes	No
6.17.2.1	All logged calls must be tracked and resolved within the defined service level agreements (SLAs). In cases where resolution timelines are not met, an automated escalation process shall notify the relevant support teams and, if necessary, escalate to senior management for intervention and expedited resolution.		
BR6.18	Tracking Requirements (System logs)	Yes	No
6.18.1	Admin must be able to track events and activities on the system.		
BR6.19	Setting the requirements target	Yes	No
6.19.1	The system must allow the business to capture targets for the business unit		
6.19.2	The system must track the business unit performance against the set target		
6.19.3	The system must track the field workers performance based on the assigned sampling		

7. PROJECT SUCCESS CRITERIA

7.1 Quality Management System requirements translated successfully to the proposed solution.

7.2 System uptime of at least 99% post-implementation.

7.3 Full regulatory compliance and audit readiness.

8. PROJECT MANAGEMENT

8.1 Project Management Approach

8.1.1 The service provider shall utilize project management methodologies, knowledge, skills, tools, and techniques consistent with leading internationally recognized and accepted project management practices such as those contained in the Guide to the Project Management Body of Knowledge (PMBOK) or Prince2.

8.1.2 The service provider shall perform project management review and oversight, attend scheduled project meetings, ensure key milestones are achieved, ensure all ACSA project governance processes are in place and are being achieved throughout the project.

8.1.3 The service provider shall use the ACSA IT PMO project templates.

8.2 Define Project Team

8.2.1 The service provider project manager must be able to accurately define the resources responsible for executing the tasks and producing deliverables outlined in the project plan and schedule.

8.3 Define Project Plan

8.3.1 The service provider shall provision the project charter, and project plan which will identify all major critical milestones.

8.4 Define Project Schedule

8.4.1 The service provider shall provision the project schedule, which will be baselined at the Project Board Meeting within four weeks after the project kick-off and be updated at least once a week. Any variances to the baselined project schedule are to be presented at the Project Board for approval and rebase lining.

8.4.2 The project schedule shall include all milestones and low-level tasks, including billing milestones.

8.4.3 The project schedule is to be drafted in Microsoft Projects

8.4.4 The project schedule is to include all ACSA dependency task

8.5 Budget Management

8.5.1 The project manager shall provision the billing schedule, this will be approved by the Project Board, and any variances to the timing of the payments will be presented to the Project Board for review and approval.

8.6 Asset Management

8.6.1 The project manager shall ensure all assets are asset tagged and documented prior to installation.

8.6.2 The project manager shall complete the ACSA Asset capitalization forms. The draft form shall be submitted to ACSA with each invoice submission and finalized when project implementation is completed.

8.7 Stakeholder Management

8.7.1 The project manager must be able to do stakeholder identification, analysis, and management to ensure alignment, secured support, identifies risks, enhances decision-making, fosters communication, facilitates adaptation, and contributes to the organization's reputation.

8.8 Project Governance

8.8.1 The project manager shall enforce project governance to ensure adherence to the procedures and policies that determine how projects are managed and overseen.

8.8.2 The project manager shall schedule weekly status update meetings, which will be minuted, and include tasks ahead and behind schedule, project risks and issues

8.8.3 All project documentation will be saved on the ACSA TEAMS portal.

8.9 Project meetings and reporting

8.9.1 The project manager shall provide weekly project reports, and monthly Steerco reports which will be presented to the project board in ACSA format.

8.9.2 All reports must be submitted as defined in the below table. If reports are not delivered within the stipulated times, ACSA will withhold invoice payment for the month until the reports are submitted.

8.9.3 Project meetings: The meeting will be attended by the provider's project manager and the ACSA project manager. The agenda for the meeting shall include but not be limited to project progress, project delays, risks & issues, and project financials.

8.9.4 Maintenance and Support Meetings: These meetings will be held as defined in the below table. ACSA and the provider will ensure the required attendees are present at the meetings for the contract duration. The purpose of these meetings is to provide the provider a platform to report on their performance.

Meeting Name and frequency	Participants and roles	Documents to be produced after the meeting by the provider
Weekly Project status update	• ACSA-IT PM (chair) • Provider PM • Technical Operations Manager: Digital Infrastructure • Provider Senior Site Manager • Provider administrator	• Minutes of meeting • Updated project schedule • Action register for any open actions to be addressed • Risks and Issues register
Monthly Project Steerco	• Attendance in alignment with project board terms of reference (Terms of reference will be circulated at project kick-off)	• Minutes of meeting • Updated project schedule • Action register for any open actions to be addressed • Risks and Issues register
Adhoc Meetings	• Attendance in alignment with a particular meeting (Solution design meeting, workshops, etc)	• Minutes of meetings, manage outputs of the meeting • Action register for any open actions to be addressed

Table 2: Meeting's definitions

8.10 Project Close Out

8.10.1 The project manager must ensure that all activities required to close out the project are carried out to ensure that the project is properly closed out and seamlessly handed over to operation without incomplete activities.

8.10.2 Lesson learned to formally documented.

8.10.3 Control transition to operations.

9. NON-FUNCTIONAL REQUIREMENTS

The system must adhere to the following non-functional requirements:

9.1 Hosting

9.1.1 The solution can be hosted on-premises or in cloud.

9.1.1 Platform performance (Speed & Latency) - The solution must respond in less than 5 seconds.

9.1.2 The Service Provider shall provide the estimated bandwidth requirements for a Cloud hosted solution.

9.1.3 The Service Provider shall specify the optimal hardware requirements.

9.2 Scalability

9.2.1 The solution must cater for 10% growth per year in terms of additional functions, and/or users.

9.3 Reliability & Availability

9.3.1 The solution must be available 24/7 with availability of 99.8%.

9.3.2 The solution must cater for high availability.

9.3.3 The solution must be able to backup daily and follow ACSA backup and storage standards and requirements.

9.3.4 The solution must be able to recover deleted data from backups. The recovery point objective (RPO) must be at most one (1) day.

9.4 Security

9.4.1 The solution must be implemented according to the best practices and controls detailing how the solution will be secured must be documented.

9.4.2 Any data that will be transmitted must be done in a non-readable format (encrypted) and must have strong key management.

9.4.3 The solution must provide encryption capabilities for stored data to ensure that data at rest is protected.

9.4.4 The solution must detect anomalies in functionality, user accessibility, traffic flows, and tampering.

9.4.5 The solution must uniquely identify users and authenticate them. Administrator accounts must be segregated from super and normal user accounts.

9.4.6 The solution must enable super users to control user management (access control for password, adding/removing of users, granting permissions).

9.4.7 The solution must enable users and/or role-based permissions to be configured to control what solution features and data users can access.

9.4.8 The solution must keep an audit trail of all activities performed in the solution (includes but not limited to the following: who created, updated, and deleted (must be authorized by super users) the record, with time and date stamp.

9.4.9 The solution must maintain data integrity and quality. The solution must be a sole source of truth in terms of data and calculations.

9.4.10 The solution must be secured to prevent denial of service to ACSA users. It must also provide threat protection.

9.4.11 The solution must protect ACSA data from being viewed by unauthorized personnel.

9.4.12 The solution must limit access to suspicious visitors and monitor traffic spikes to prevent overloads.

9.5 Privacy and data ownership

9.5.1 The solution must comply with ACSA's Information Security policies and standards (to be provided to the Service Provider once contract is awarded).

9.5.2 The solution must comply with the POPI Act and other related laws or regulations.

9.5.3 All data and system IP shall remain the property of ACSA.

9.5.4 The Service Provider must issue ACSA with a certificate of compliance or external audit reports detailing how they comply with data management and/or Information Security Management, e.g., ISO 27001 or SOC.

9.6 Solution Accessibility

9.6.1 The solution must be accessible on one central platform.

9.6.2 The solution must be accessible via laptops, desktops and tablets, and mobile phones.

9.7 Disaster Recovery

9.7.1 The solution must have an alternative way to ensure business continuity in cases where there is an unfortunate event of downtime.

9.7.2 The solution disaster recovery must be tested at least once annually and audited by an external audit company.

9.8 Local Support

9.8.1 First line and second line support for the solution must be based in South Africa (international support can form part of 3rd line support).

9.9 Look and Feel

9.9.1 The solution must be white labelled and align with ACSA Corporate identity and branding.

9.10 Environments (Development, Quality Assurance and Production)

9.10.1 The solution must have the capability to migrate customizations created in a development environment to a test/pre-production environment then production environment.

9.11 Infrastructure and data storage

9.11.1. The Service Provider must forecast the storage requirements to ensure enough space that will be able to store all the uploaded documents of all sizes and provide the different space options.

9.11.2. The Service Provider must provide the infrastructure specifications for their system to function optimally. The following must be provided:

9.11.2.1 Servers (must include all servers)

9.11.2.2 Storage

9.11.2.3 Network (e.g., ports to be opened, bandwidth required).

9.11.3. The service Provider to follow the **ACSA IT standards** as provided in **Annexture A.**

9.12 Service Management, Preventative and Corrective Maintenance

Below are high-level topics that are covered in a scope of work for Service Management, Preventative and Corrective Maintenance: **Annexure B** details the **Service Management, Preventative and Corrective Maintenance** requirements.

9.12.1 High level Preventative and Corrective Maintenance Requirements:

9.12.1.1 Preventative Maintenance includes planned overhauls, replacements, inspections, tests, software upgrades, firmware upgrades, patch management and any activity aimed at preventing failures through maintaining the condition of the infrastructure or assessing its condition for the purposes of corrective maintenance.

9.12.1.2 Corrective maintenance includes all activities following a preventative maintenance inspection.

9.12.1.3 Break/fix includes maintenance that is unforeseen and is necessary to restore the serviceability of the infrastructure, and functionality of the System. Some of this break/fix maintenance could be requested after hours on weekend and public holiday. Service providers will be expected to respond and attend to all the faults**.**

9.12.1.4 The provider must make provision for after hours, weekends and public holidays support, no additional costs will be entertained**.**

9.12.1.5 For planned activities, notice will be given to the provider to make available resources as and when required.

9.12.1.6 The provider must provide after-hours telephone numbers, where support personnel are reachable. It is the responsibility of the Service providers to ensure that their resources are available and reachable always; and that any changes to after-hours telephone numbers are communicated to ACSA.

9.12.1.7 The Preventative Maintenance Schedules table provide a high-level maintenance schedule and tasks/checks.

9.12.1.8 The provider is expected to provide a detailed preventative and corrective maintenance plan/schedule incorporating the requirements as detailed in Annexure B as part of the response to this RFP. In the detailed preventative maintenance schedule, the provider must include all remedial actions to be taken (include what communication will be actioned, which provider resource will be responsible for the communication, to which ACSA resource the communication will be addressed to, in what format, what timelines after the incident is detected and what follow up mechanism will be in place) if any issues are found during the maintenance schedule routine.

10. HIGH LEVEL OF SYSTEM TESTING LIFE CYCLE

Complete system testing (Execute testing activities within STLC (System Testing Life Cycle))

10.1 Test level:

10.1.1 Unit Testing
10.1.2 Integration Testing
10.1.3 System Testing (Functional & non-functional testing)
10.1.4 User Accepting Testing

10.2 Service Provider shall

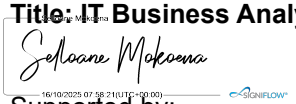
10.2.1 Execute functional and non-functional testing
10.2.2 Produce the below testing artefacts:
10.2.2.1 Test plan
10.2.2.2 Test requirement traceability matrix
10.2.2.3 Test cases
10.2.2.4 Defect log
10.2.2.5 Test progress report
10.2.2.6 Test completion report (Including Test Results)
10.2.3 Provision test environments
10.2.4 Use ACSA testing templates
10.2.5 Provide handover document/session to ACSA UAT team.

11. APPROVALS:

Compiled By:

Selloane Mokoena

Title: IT Business Analyst



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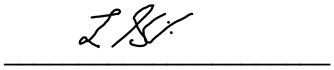
Supported by:

15/10/2025

Amanda Mathebula **DATE**

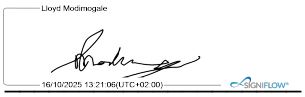
Title: Acting Senior Customer Service Specialist



16/10/2025

Langa Ndebele **DATE**

Title: Acting Group Manager: Network Strategy Performance and Client Services



16 10 2025

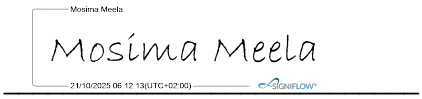
Lloyd Modimogale **DATE**

Title: Senior Manager Enterprise Architecture

16 10 2025

Simone De Lange **DATE**

Title: Senior Manager: Digital Solutions



21 10 2025

Dr Mosima Meela **DATE**

Title: Group Manager: Enterprise Architecture & Solutions

Vishalan Govender **DATE**

Title: Chief Technology Officer

Approved by:

Rejected by:

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_____

Fani Mphaphuli

DATE

Title: Acting Group Executive: Operations Management

_____

_____

Sello Makhubela

DATE

Title: Interim Chief Information Officer