WITS PROTECTION SERVICES AND INFORMATION & COMMUNICATION TECHNOLOGY

Scope of Work
Campus Access Management Feasibility Project
Revisions

<table>
<thead>
<tr>
<th>Version Number</th>
<th>Implemented By</th>
<th>Revision Date</th>
<th>Document Type &amp; Changes:</th>
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<tbody>
<tr>
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<td>Michael Phinda</td>
<td>26/03/2020</td>
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<td>Boitumelo Molete</td>
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Stakeholder Approvals

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Fana Sibanyoni</td>
<td>SET member responsible for the portfolio</td>
</tr>
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<td>Gary Kruser</td>
<td>Head of Campus Protection Services</td>
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<td>Chief Information Officer</td>
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<td>Ariel Moshiga</td>
<td>Technical Security Solutions Manager</td>
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</tbody>
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Abbreviations
The following abbreviations are applicable in the document.

<table>
<thead>
<tr>
<th>Acronyms/Abbreviations</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD</td>
<td>Active Directory</td>
</tr>
<tr>
<td>BA</td>
<td>Business Analysis</td>
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<tr>
<td>CPS</td>
<td>Campus Protection Services</td>
</tr>
<tr>
<td>EA</td>
<td>Enterprise Architecture</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>PE</td>
<td>Process Engineering</td>
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<tr>
<td>PM</td>
<td>Project Manager</td>
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<tr>
<td>SIMS</td>
<td>Student Information Management System</td>
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<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
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<tr>
<td>TSS</td>
<td>Technical Security Solution</td>
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<tr>
<td>WITS</td>
<td>University of Witwatersrand, Johannesburg</td>
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University's Objectives

The University is an institution, which at its core is charged with confronting the most profound challenges in education, economic development, and healthcare, cultural and societal advance. Core to the University in meeting its mandates, is an easily accessed and secure environment for students, staff and visitors in support of its mission of teaching, research and community outreach programs.

Technical Security Solution (TSS) is a division within Protection Services responsible for management of access control, CCTV and intruder alarms. The University is currently utilizing a One Card Solution for students and staff to gain physical access to the premises using the CS Gold Access and Card system. (www.cbord.com). The University has initiated an exercise to evaluate the solution in place for Access Management and in the One Card Solution.

Access Management currently consists of:
- CS Gold,
- IDB (custom built application that merges student, staff and visitor management information)
- Parking (custom built application for issuing of parking permits to park on campus)
- Other system dependencies (for managing meals in residences and printing on campus)

All above serve as the core systems for Access Management. The current workflow, response times and data records from these systems are not acceptable and can be improved upon. (These applications depend on data sourced from other University Business Applications and these dependencies are also slow and impact processes and data accessibility within the access management applications/processes.)

Overview

The University is seeking to procure the services of, and not limited to,
- Project Management
- Business Analysis
- Process Engineering

The objective of the request is to conduct a feasibility study of the current Access Management (see details above) and the University One Card Solutions of the University:
- Financials (Loading of Kudu Bucks on the Card, Printing, Paying of fines at Libraries, Campus Health, Retail Outlets (Aero’s))
- Integration with University Business Applications
- Access Control (IDB Functionality Requirements and Access Rules for Meals and Housing).

Further to feasibility study, a list of deliverables include:
- User Requirements Document
- Business Process Document
- Project Plan and Timeline
- Research and Benchmarking (preferably against other University Access Management Systems)

The Campus Access Management Feasibility Project will include remote work and the appointed resources must be well equipped with the necessary tools and resources to work remotely i.e. Teams.

Scope of Work

The service provider must provide three resources for the three categories below:

1. **Business Analysis**
   a. Gathering and interpreting business and functional requirements to ensure that documentation meets all functional requirements.
   b. Documenting and updating detailed process flows, functional requirements, where necessary, to ensure that all aspects of the required functionality and implementation are met.
c. Provide a client liaison service to business/process users/owners by conducting information gathering and/or process mapping workshops.
d. Work with the business to identify opportunities for improvement in business operations and processes.
e. Work with ICT in the design or modification of business systems or IT systems.
f. Interacts with the business stakeholders and subject matter experts in order to understand their problems and needs.
g. Gather, document, and analyse business needs and requirements.
h. Document the functional and, sometimes, technical design of the system.
i. Interacts with system architects and developers to ensure the system is properly implemented.
j. Researching and identifying best practices in identified areas.
k. Understanding own business (people, technology, processes and systems).
l. Identifying gaps and improvement areas.
m. Experience in analysing Access Control projects.
n. Experience in working in the Higher Education sector.
o. Ensure the necessary tools and resources to work remotely i.e Teams.

2. Process engineering
   a. Document and map as-is processes.
   b. Analyse process and identify deficiencies.
   c. Identify opportunities for business improvement.
   d. Redesign, improve and develop to-be processes.
   e. Scope development and functional requirements.
   f. Ensure integration with other processes.
   g. Researching and identifying best practices in identified areas.
   h. Understanding own business (people, technology, processes and systems).
   i. Identifying gaps and improvement areas.
   j. Modelling in Abacus and Visio.
   k. Ensure the necessary tools and resources to work remotely i.e Teams.

3. Project Management
   a. Determine, together with the relevant stakeholders, what must be delivered, when must it be delivered, who must deliver it, how must it be delivered and why it must be delivered.
   b. Ensure that all planning information is recorded and documented according to the prescribed methodology.
   c. Determine the applicable approaches underlying and driving how project deliverables and requirements shall be met. For instance, software deliverables require different milestones from infrastructure deliverables.
   d. Incorporate relevant milestones and checkpoints into the project plans.
   e. Ensure that scope, timelines, resources, budgets and quality of all deliverables is clearly defined and aligned to identified requirements and deliverables.
   f. Determine and verify key success indicators for the project.
   g. Ascertain the constraints under which the deliverables and requirements must be met.
   h. Determine the tolerances for each deliverable considering all identified and applicable constraints and the key success indicators.
   i. Facilitate planning sessions with required stakeholders and create an environment where resources are able to apply their minds and provide the necessary content.
   j. Ensure that deviations and the resulting impact to the project are clearly defined.
   k. Actively manage audit plan implications through impact analysis and incorporating related activities through the planning process.
   l. Deliver the project requirements within the identified constraints and tolerances.
   m. Follow the project management methodology and lifecycle to deliver the project requirements.
   n. Ensure that plans are updated, reviewed and ratified at relevant points during the project lifecycle following the prescribed methodology.
   o. Ensure that configuration management is executed.
   p. Deliver the project requirements within the identified constraints and tolerances.
   q. Follow the project management methodology and lifecycle to deliver the project requirements.
r. Ensure that plans are updated, reviewed and ratified at relevant points during the project lifecycle following the prescribed methodology.

s. Ensure that configuration management is executed

t. Identify all stakeholders, their respective expectations and role on the project as well as the impact thereof.

u. Communicate project related progress, issues and updates, using the governance model, to relevant stakeholders in a timely and effective manner.

v. Facilitate necessary communications amongst stakeholders.

w. Ensure that there is continuous risk management throughout the project.

x. Experience in managing Access Control projects.

y. Experience in working within Higher Education.

z. Ensure the necessary tools and resources to work remotely i.e Teams

**Support and Maintenance /Service Levels**

To be determined.

**Standards**

The successful services provider will be required to meet the minimum list standards for compliance, that is:

- Project Management Principles (PMP or Prince2) Certificate
- 3 Years ICT Project Management Experience
- ABACUS Mapping Tool Knowledge
- Business Process Management Certification
- 3 Years Process Mapping Experience
- Quality Awareness or Governance Certification
- SDLC knowledge
- 3 Years Business Analysis Experience in Higher Education
- 3 Years knowledge of Security Systems
- Microsoft Project Knowledge
- ISO 9001

**Training**

The Service Provider will not need to offer training.

**Service Provider Responsibilities**

The Service Provider will:

1. assign a personnel staff complement sufficient both in numbers and skills to ensure due and proper performance of its obligations under the awarded agreement

2. perform the services with due care and skill and in accordance with the degree of skill, care and diligence normally exercised by recognised professional persons or firms who supply services of a similar nature

3. if and whenever the University gives it written notice of any deficiencies in performing its obligations hereunder, acknowledge such notice in writing within 5 (five) days

4. provide continued training and development for all of its personnel in those skill areas relevant to the performance by the successful service provider of its obligations under this Agreement,

5. ensure that the goods and services will be fit for the purposes for which these types of Goods and Services are commonly required and for any other purposes described in this Agreement,

6. Ensure that it and its personnel comply with all applicable laws and the University’s rules, regulations and policies, procedures and standing orders, as may be amended from time to time. Without limiting the generality of this, the successful service provider must comply with applicable legislation relating to the rendering of the Services and delivery of the Goods,

7. provide skills transfer and knowledge transfer over the duration of the awarded contract to the University and its personnel
University Responsibilities

The University will:

1. Designate its appointed project champion for the awarded agreement. The University may from time to time and on written notice designate another person to act as its Representative. This representative will liaise with the successful service provider as often as required for the efficient implementation of the project and is authorised to transmit instructions from the University to the successful service provider, and to receive information from the successful service provider,

2. Either directly, or through the University representative, instruct the successful service provider regarding the University’s requirements in connection with the project. The University representative is authorised to define and interpret the University’s requirements regarding the goods and services and convey decisions pursuant to the project to the successful service provider and to receive information from the successful service provider on behalf of the University,

3. provide the successful service provider with such access as may be necessary to deliver the goods and to enable the successful service provider to perform the services required of the successful service provider for the purposes of the project,

4. make available all information as may be necessary to enable the successful service provider to fulfil its obligations under the awarded agreement,

5. give written notice to the successful service provider if and whenever it becomes aware of any deficiencies in the services provided hereunder, and

6. Pay the successful service provider as provided for in the awarded agreement.

Project Plans & Timelines

1. The Project Plan with time-lines for the rollout of the project will be done in consultation with the successful service provider(s).

2. The Deliverables and associated delivery dates under this Agreement to be agreed upon with the successful service provider(s).

Acceptance Criteria

1. The Supplier’s services under this Agreement will be considered accepted by the University when:
   a. Requirements have been met and satisfies the need/requirements provided as per the attached criteria

Risks, Assumptions, Dependencies & Exclusions (RADE)

1. Risks are uncertain events that may affect the project objectives should they occur. Provide risks, assumptions, dependencies and exclusions that you have identified related to this project. Comprehensive risk analysis will be performed at the start of the project and risk management will be performed throughout the life cycle of the awarded contract.

2. The successful service provider must provide a risk register for this service, it is provisioning and the proposed solution including elements related to risks, assumptions, dependencies and exclusions and impact on the project with possible mitigations

Charges and Payment

1. Once the project plan has been agreed upon with the successful service provider(s), the payment milestones based on signed deliverable will be incorporated in the plan.
   a. If payments are dependent on or linked to Milestone / Deliverable achievement as set out in the Project Plan.
   b. Payment terms are indicated in the contract.
Change Request Management

1. Scope change request document on what was changed will go with variation order, which will go with the quote if needed. Any deviation given from the change must be raised and must be reported as an incident and must be documented.
2. Impact analysis should be conducted thoroughly to depict the change implications in relation to time and charges, in terms of scope, cost and schedule.

Methods and Procedures

The successful service provider shall remotely access the University’s precincts, Stakeholders, systems and perform work associated with the awarded contract.

The successful service provider shall access the University’s precincts and perform work associated with the awarded contract in accordance with the University’s specification for access to and performing works and services on the University’s precincts.

Health and Safety

The major hazards identified by the University are current pandemic crisis.

Upon request, the University shall provide suitable work statements, safety plans and any other necessary documentation in accordance with prevailing legislation.

The contractor / service provider must comply with the COVID-19 protocols of the University related to Admission, Screening and Safety Protocols (PPE’s). The contractor / service provider must ensure that employee’s on site must be in possession of permits at all time and must produce such permit for inspection upon request. Any persons not in possession of such a permit upon request may be removed from site without any further notice.

Contractors and Service Providers are legally obligated to remain compliant with South African Health and Safety legislation and Client specifications during the time of service provision and carrying out contracted work, as such, documentation must be submitted along with their respective OHS&E files as specified here under:

a). Submission must be made to the OHS&E Directorate for checking, approval and archiving.
b). Contractors and Service Providers are furthermore required to ensure that these files are kept updated during the duration of their work at Wits.