



**The University of South Africa invites suitably
qualified service providers to participate in a
Public Tender Process to provide the University
with**

**SERVICE DELIVERY PARTNER FOR THE IMPLEMENTATION OF THE
OPEN DISTANCE E-LEARNING (ODEL) PROGRAMME FOR A MAXIMUM
PERIOD OF FIVE (5) YEARS**

INITIATIVE SHORT NAME: ODEL DELIVERY PARTNER (ODP)

Tender Specification Document

Tender Ref. No:	PT2020/25	Date of Issue:	November 2020
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1. BACKGROUND

OVERVIEW OF ODeL PROGRAM AND VISION 2030

UNISA is the largest university on the African continent and attracts a third of all higher education students in South Africa. The university has over 350 000 students, including African and international students in 130 countries worldwide, making it one of the world's mega universities. It is a dedicated ODL (Open Distance Learning) institution which entails a student-centred approach that gives students flexibility and choice over when, where, and how they learn, and provides them with extensive student support.

In the last decade, the number of students studying at UNISA has almost doubled. The student profile and demographics has changed from the traditional working and middle-aged learners to young, full-time equivalent students. These changes compel the university to harness opportunities presented by the 4IR (4th Industrial Revolution) in a manner that innovates core business areas of UNISA (Teaching & Learning, Research & Innovation and Community Engagement).

By 2025, UNISA aims to have transformed from a blended (paper based and online learning) ODL university into a fully-fledged ODeL university. The fundamental difference between ODL and ODeL is the “e” in electronic-learning, that suggest predominately online-learning. This implies that UNISA's ICT environment is compelled to reassess its current operations and services, with the intention to move towards adopting a flexible, agile, adaptive and cost-effective operating model to meet business and student's expectations. This natural transformation journey for ICT to address the above operating model requires an assessment of the current ICT environment in terms of operations, core services, capacity and resources.

ODeL PROGRAMME OVERVIEW

In its quest to ensure and advance the sustainability of the institution, the university defined a new strategy and vision to be realised in phases by 2030. This strategy is driven by a new business model that is premised on the ODeL principles and approach to teaching and learning. To date the university has been embarking on initiatives to transform operations in line with the ODeL approach. These initiatives, although mostly plausible, have unfortunately not been adequately coordinated to ensure the university moves rapidly in coordinated manner towards its vision in harmony. As a result, different meanings have been attributed to ODeL within the university, leading to confusion, disillusion and demotivation.

Recognising the absence of an official structure to align and coordinate the current ODeL transformation efforts, the university embarked on an initiative to streamline the efforts and related initiatives to ensure successful realisation of the ODeL goals and objectives through an ODeL program. The ODeL program is the organisational vehicle for the digital transformation of the university into a digital institution of learning that utilises fourth industrial revolution (4IR) technologies to deliver on its mandate of teaching and learning provision in line with the university strategy and 2030 vision. An ODeL program governance structure (herein referred to as ODeL Program Steering Committee) was established. The objective of this committee is to ensure alignment of all activities, oversee the ODeL Roadmap implementation at program management office level, programme success and sustainability. The work will be grouped into workstreams to ensure proper focus on achieving

specific core business outcomes while aligning with the broader vision. Each workstream will produce several outputs through properly defined projects aimed at achieving the workstream outcomes.

ODeL Program Workstreams

Workstream	Purpose	Objectives
1. Strategy and Governance	To ensure alignment of the ODeL Program to the university's strategy and governance imperatives	<ul style="list-style-type: none"> Continuously refine the ODeL business model Manage Program risks and issues Ensure compliance of program outputs to all statutory and regulatory requirements
2. Teaching & Learning (including Community Engagement, Research and Innovation)	<ul style="list-style-type: none"> To define and implement the new ODeL aligned pedagogy strategy To define and implement a new community engagement strategy To define and implement a new research strategy 	<ul style="list-style-type: none"> Define new pedagogy approaches Identify and define teaching and learning requirements and test the new tools/applications. Review existing and develop new learning programs Align community engagement initiatives to ODeL programme. Refine existing and develop new communication channels. Align research production approach to ODeL programme. Establish and develop new publication platforms and channels. Define new ODeL oriented research output methods.
3. Culture and Talent	To transform the university's culture and practice into one that enables an ODeL environment.	<ul style="list-style-type: none"> Define a university-wide ODeL oriented cultural transformation roadmap Define and implement an ODeL aligned talent management strategy Define and implement a 4IR skills development plan for those skills relevant to the university
4. Institutional Operations	To align the university's operations to the ODeL business model	<ul style="list-style-type: none"> Define and develop ODeL enabling operational capabilities within the HR, Finance, ICT, Facilities and Logistics functional areas
5. Technology	To define and implement the ODeL enabling technology strategy based on 4IR technologies	<ul style="list-style-type: none"> Select and assess/test ODeL-relevant 4IR technologies Develop and implement the university's technology-led innovation strategy Define and implement the ODeL technology architecture

ODeL PROGRAMME CAPACITATION Through the ODeL Delivery Partner

The ODeL Delivery Partner (ODP) is envisaged to be the primary Resource Lead for the ODeL Programme and will be responsible for the overall projects delivery, resourcing, availability, performance management of its resources. The ODP will also enable the establishment of the ODeL Program Management Office through capacitating the respective projects and assist the ODeL PMO to deliver in terms of the program implementation roadmap and project plans as per the respective ODeL Programme workstreams outlined above.

The ODeL Enterprise Architecture Digital Business Model Design has produced a roadmap of Organizational Projects that will need to be implemented in order to enable a Fully Online UNISA by 2025. These Organizational projects has been classified into their respective Project Workstreams and during the implementation phase, the ODeL PMO (Project Office) can access resources required by UNISA from the ODP to assist with successful implementation. Resources from the ODP will be allocated to projects where specific expertise and skill is needed and returned to the ODP when their allocated tasks have been delivered.

In addition to producing the Organizational Roadmap, The ODeL Enterprise Architecture Digital Business Model Design has also indicated the competency required to delivery on these projects. It is a well-known fact that UNISA does not possess these skills or expertise. Hence the urgent need to find an ODP that will Capacitate and Provide the expert resources needed in order to delivery on the ODeL Programme.

2. PROPRIETARY AND CONFIDENTIAL INFORMATION

All material submitted in response to this tender shall become the property of Unisa. Any confidential information provided by a service provider in response to this Tender will be held in confidence and will only be used for the evaluation of this tender.

3. DEALING WITH THE UNIVERSITY OF SOUTH AFRICA

Service providers must not contact any member of Unisa and / or consultants with respect to queries they may have with this tender. The service provider shall not disclose any such information or specification, whether explicit or implied, to any third party without the written consent from Unisa.

There will be no information session held, all questions must be submitted to tenders@unisa.ac.za by the 13 November 2020 and answers will be published on the tender website by 16 November 2020.

4. PRE-QUALIFICATION

Failure to meet this pre-qualification criteria will disqualify the submission. UNISA may use other lawful means of validation to confirm the B-BBEE status claimed herein.

Pre-Qualification Criteria	Cross-reference to Evidence
<p>1. The tenderer must have a local presence in South Africa and must have a BBEE Level 02 status or better.</p>	<p>Tenderer to provide a valid BBEE certificate confirming the level status together with the CIPC registration document confirmation local existence (filed as Annexure B1)</p>
<p>2. Tenderer must have managed a programme management office in at least three (3) organisations, with minimum annual revenue of R5bn, within the past five (5) years.</p>	<p>Tender to provide proof in the form of a two year (2) Audited Financial Statement OR the letter from the client to clearly confirm annual revenue of the organisation for the associated years of engagement. (filed as Annexure A7)</p>
<p>3. The tenderer must have successfully executed digital transformation initiatives worth at least R150m - R300m within the last five (5) years.</p>	<p>Tenderer to provide the following evidence.</p> <ol style="list-style-type: none"> 1. Not more than five (5) Digital Transformational Projects with the combined contract value between R150m - R300m within the past five (5) years. 2. Minimum of three (3) contactable references not older than five (5) years, from the organisation that received the digital transformation project, stipulating the project budget and duration. <p>(filed as Annexure A6)</p>
<p>4. 30% to be ringfenced for development partners at EME or QSE level that are at least 51% owned by blacks as per designated groups in terms of the BBEEE code of good practice. The details of nominated sub-contracting partner or partners must form part of the tenderer's response through the completion of Sub-Contractor Nomination Form.</p>	<p>Tenderer to complete Sub-Contractor Nomination Form (filed as Annexure A9)</p>

5. TENDER SUBMISSION AND CLOSING DATE

The original and a soft copy of the tender must be submitted into the official tender box in a sealed envelope located in the Kgorong Building, Security Entrance, Pretoria, Muckleneuk Campus, Preller Street, Muckleneuk Ridge, Pretoria. Please quote the tender reference number **PT2020/25** on the sealed envelope.

Closing date: 20 November 2020 @ 12:00

Tenders submitted late will not be accepted or considered.

Points will be awarded for Broad-Based Black Economic Empowerment.

The decision of the UNISA Management Committee on awarding a tender is final.

Unisa reserves the right to appoint, contract with and monitor the performance of any service provider it deems will offer the best service in line with its requirements, although it may not necessarily be the lowest Tenderer. Unisa also reserves the right, in its sole discretion, not to award a tender, to re-advertise a tender or not to award the tender to a service provider who has more than two existing contracts with Unisa.

The tender awarded will be conditional and subject to successful negotiations and signing of a written contract, failing which Unisa reserves the right to withdraw the tender and to award the tender to another Tenderer without repeating the process.

6. MANDATORY REQUIREMENTS

Mandatory requirements will include the following and must be labelled and submitted in the following order.

Failure to comply and submit any one of the documents will disqualify the submission:

Annexure A1: Completed and signed Supplier List Application Form (F25) including bank account details from the bank. (www.unisa.ac.za/tenders)

Annexure A2: Resolution to sign on behalf of the tendering unit (www.unisa.ac.za/tenders). Own company resolution will also be accepted.

Annexure A3: Copy of valid SARS clearance certificate to be submitted. SARS pin will also be accepted.

Annexure A4: Copy of company registration documents listing all active members / directors of the company. (CIPC document)

Annexure A5: A total breakdown of all shareholders including copies of all share certificates must be included (excluding close corporations). Note: Where a shareholder is in the name of a trust or another service provider, all shareholder certificates of the trust and/or service providers must be submitted

Annexure A5: Pricing template. Annexure A5 must be completed.

Annexure A6: Minimum of **three** recent (not older than 3 years) contactable references from customers to which the tenderer has provided or is providing goods/services that are substantially **similar (size, nature & quantity)** to the goods/service required. If current

references are provided these must be in place for a minimum of 1 year. **Annexure A6 (reference template) must be completed in full, Incomplete references and references not included on the template will not be considered.**

Annexure A7: Financial Statements

- a. One set (2 years comparative figures) of the most recent audited Annual Financial Statements together with a signed Independent Auditor's Report or a signed letter from the Accounting Officer for Close Corporations must be submitted unless the reporting entity is exempted in terms of the new South African Companies Act from obtaining an Independent Auditor's Report. The exempted entity must then submit a signed Independent Reviewer's report or signed compilation engagement (ISRS 4410) report from any recognised accounting professional body. **The annual financial statement submitted must be within six months of their financial year-end to qualify for evaluation.**

A complete set of Annual Financial Statements including the following:

- *Independent Auditor's Report (Letter from an External Accountant/Accounting Officer for Close Corporations)*
- *Statement of Comprehensive Income (Income Statement)*
- *Statement of Financial Position (Balance Sheet)*
- *Statement of Cashflows*
- *Statement of Changes in Equity*
- *Notes to the Financial Statements*

No draft, summarized or extracts of financial statements will be accepted.

- b. Where the financial statements of the holding company are submitted, a signed letter be included from the holding company, on their letterhead signed by the CEO/CFO, that they would be liable if the subsidiary defaulted. This must be attached to the financials being submitted. Failure to submit such signed letter will disqualify the tender submission.
- c. The financial statements should be submitted as a separate bound document.

Annexure A8: Unisa General Terms and Conditions to be completed and signed (www.unisa.ac.za/tenders)

Annexure A9: Sub-Contracting Template

7. OTHER REQUIREMENTS

Annexure B1: A valid B-BBEE certificate from a SANAS accredited verification agency. An affidavit certifying their total annual income and level of black ownership will be sufficient for EMEs and QSEs. Failure to submit the above will result in a zero score for B-BBEE.

Note: All documents submitted in support of this tender must be the documents of the tendering unit and may not pertain to different companies or units within a group. **As an example, a tenderer cannot submit its own SARS certificate but the B-BBEE certificate of its holding company**

8. PRICING

- ❖ All pricing must be quoted in South African Rand (ZAR) including VAT.
- ❖ The pricing **must remain valid for 120 days** from the closing date of the tender.
- ❖ In instances where the contract period exceeds a year it is accepted that the prices will remain fixed for the first year.
- ❖ Pricing / costing template **must be completed** (Annexure A5)
- ❖ Any pricing not included in the pricing template will not be considered.
- ❖ Foreign exchange rate used to be indicated (if applicable).

Prices charged by the supplier for goods delivered and services performed under the contract shall not vary from the prices quoted by the supplier in his tender, and any variance will render the contract null and void.

9. PAYMENT TERMS

The payment terms of the University are 30 days after receipt of goods and services and upon receipt of the required documentation. **No upfront payments will be considered.**

10. SUB-CONTRACTING

Sub-contracting is allowed in this tender (Annexure A9 must be completed).

11. JOINT ARRANGEMENTS

Joint arrangements not allowed in thus tender

12. EVALUATION CRITERIA

Pre-qualification:

Only tenderers that meet all the mandatory technical requirements including the financial evaluation will proceed to the next level of the adjudication process.

Stage 1: Functional Evaluations

Phase 1:

The tenderer must indicate the level of conformance to the overall scope of work, as outlined above.

Area	Description	1-Poor	2-Partially meets requirements	3-Meets requirements	4-Exceeds requirements
<p>Approach to Digital Transformation Weight: 30%</p>	<p>A comprehensive description of the tenderer's approach to digital transformation and indication of its alignment/relevance to the ODeL vision/strategy and best practice.</p> <ul style="list-style-type: none"> • Execution - Digital journey implementation methodology and best practices incorporating all ODeL programme workstreams (section 16.2) • Commercial - The tenderer must provide a comprehensive engagement model to outline the appropriate operating mechanisms to enable the effectiveness of the delivery of identified services including additional value add services (section 16.4) • Management - The tenderer must propose Service Integration and Management Approach for the realisation of 	<p>Digital journey implementation methodology and best practices; Service Integration and Management Approach; and Engagement Model not addressed</p>	<p>Digital journey implementation methodology and best practices incorporating all ODeL programme workstreams</p>	<ul style="list-style-type: none"> • Digital journey implementation methodology and best practices incorporating all ODeL programme workstreams • Comprehensive engagement model to outline the appropriate operating mechanisms to enable the effectiveness of the delivery of identified services including additional value add services 	<ul style="list-style-type: none"> • Digital journey implementation methodology and best practices incorporating all ODeL programme workstreams • Comprehensive engagement model to outline the appropriate operating mechanisms to enable the effectiveness of the delivery of identified services including additional value add services • Service Integration and Management Approach for the realisation of service & partnership principles

Area	Description	1-Poor	2-Partially meets requirements	3-Meets requirements	4-Exceeds requirements
	service & partnership principles (section 16.3)				
Competencies of Key Resources Weight: 35%	The service provider must submit minimum of three (3) CVs for each service competency area. All three (3) CVs must meet the stipulated minimum team competency level and experience. The minimum team competency level and experience required for each competency area (intermediate or experienced level with minimum of seven (7) years of experience in the respective service practice/ competency).	Not all 24 competencies or CVs for each competency are complied with the minimum team competency level and experience required for each competency area outlined (intermediate or experienced level with minimum of seven (7) years of experience in the respective service practice/ competency)		All 24 competencies or CVs for each competency are complied with the minimum team competency level and experience required for each competency area outlined (intermediate or experienced level with minimum of seven (7) years of experience in the respective service practice/ competency)	All 24 competencies or CVs for each competency are complied with the minimum team competency level and experience required for each competency area outlined (intermediate or experienced level with minimum of seven (7) years of experience in the respective service practice/ competency) and value add services
Quality Management Systems Weight: 20%	This is about the quality standards and best practices and any relevant standard that the bidder has adopted. <ul style="list-style-type: none"> • King IV • COBIT 5 • PMBOK • ITIL V3 • TOGAF 9.2 • NIST 	No incorporation of the following minimum standards and best practices in the approach		Incorporation of the following minimum standards and best practices in the approach: <ul style="list-style-type: none"> • King IV • COBIT 5 • PMBOK • ITIL V3 • TOGAF 9.2 • NIST 	Incorporation of the following minimum standards and best practices in the approach and other emerging digital transformation specific standards and best practices

Area	Description	1-Poor	2-Partially meets requirements	3-Meets requirements	4-Exceeds requirements
Approach to PMO Performance Weight: 15%	Practical experience, evidence of previous implementation, and certification for PMO delivery	No Organisational PMO Certification	At least one customer confirmation for PMO delivery in the past 3 years	At least three customer confirmation for PMO delivery in the past 3 years	At least three customer confirmation for PMO delivery in the past 3 years and Axelos/relevant P3M3O Certified Partner

Stage 2:

CRITERIA	POINTS
<p>Price</p> $P_s = 75 \left(1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$ <p>Where:</p> <p>P_s = Points scored for price of tender under consideration</p> <p>P_t = Rand value of tender under consideration</p> <p>P_{min} = Rand value of lowest acceptable tender</p>	75
<p>B-BBEE</p> <p>B-BBEE score to be taken from valid B-BBEE certificate provided</p>	25

13. TENDER SPECIFICATION AND SCOPE OF WORK

13.1. Unisa Digital Journey

The scope of the ODeL Program is to be derived from the university's Vision 2030, the 5-year strategic Plan and the ODeL Enterprise Architecture Blueprint. The key milestones of the ODeL Program will form part of the university's Annual Performance Plan (APP) and Compact with Council (CwC), year on year. The university is placing future sustainability and greater dependency on successful delivery of ODeL Program.

The expectation has compelled the university to establish a dedicated and focused function to lead the innovation, digital transformation journey and take advantage of the advent of 4th industrial revolution. Key to this delivery is digitization, enablement of mobile solutions and taking advantage of the cloud solutions available to improve service delivery. This will ensure that the university provides uninterrupted and innovative services both to its students and employees, online and offline.

This change will require an overhaul transformation of university’s services, processes, systems and people (set of expertise and skills) to operate in the digital business model. The transformation of business operations will be enabled through the ODeL PMO to transform business capabilities to incorporate digital and smart technologies, hence a strategic need to obtain such expertise and skills-set to be enabled through an “ODeL Delivery Partner” (referred to as ODP).

13.2. ODeL Programme Overview

The ODeL program is the organisational vehicle for the digital transformation of the university into a digital institution of learning that utilises fourth industrial revolution (4IR) technologies to deliver on its mandate of teaching and learning provision in line with the university strategy and 2030 vision.

The work is grouped into workstreams to ensure proper focus on achieving specific core business outcomes while aligning with the broader vision. Each workstream will produce several outputs through properly defined projects aimed at achieving the workstream outcomes, as outlined in the table below.

Table 5: ODeL Programme Workstreams

Workstream	Purpose	Objectives
Strategy and Governance	To ensure alignment of the ODeL Program to the university’s strategy and governance imperatives	<ul style="list-style-type: none"> • Define the ODeL business model • Manage Program risks and issues • Ensure compliance of program outputs to all statutory and regulatory requirements

Workstream	Purpose	Objectives
Teaching & Learning (including Community Engagement, Research and Innovation)	<ul style="list-style-type: none"> To define and implement the new ODeL aligned pedagogy strategy To define and implement a new community engagement strategy To define and implement a new research strategy 	<ul style="list-style-type: none"> Define new pedagogy approaches Identify and define teaching and learning requirements and test the new tools/applications. Review existing and develop new learning programs Align community engagement initiatives to ODeL principles. Establish and develop new communication channels. Align research production approach to ODeL principles. Establish and develop new publication platforms and channels. Define new ODeL oriented research output methods.
Culture and Talent	To transform the university's culture and practice into one that enables an ODeL environment.	<ul style="list-style-type: none"> Define a university-wide ODeL oriented cultural transformation roadmap Define and implement an ODeL aligned talent management strategy Define and implement a 4IR skills development plan for those skills relevant to the university
Institutional Operations	To align the university's operations to the ODeL business model	<ul style="list-style-type: none"> Define and develop ODeL enabling operational capabilities within the HR, Finance, ICT, Facilities and Logistics functional areas

Workstream	Purpose	Objectives
Technology	To define and implement the ODeL enabling technology strategy based on 4IR technologies	<ul style="list-style-type: none"> • Select and assess/test ODeL-relevant 4IR technologies • Develop and implement the university's technology-led innovation strategy • Define and implement the ODeL technology architecture

13.3. ODeL PROGRAMME CAPACITATION

The ODP as the envisaged Digital Transformation Lead within Unisa, will be responsible for the overall projects delivery, resourcing, availability, performance management of resources with the ODeL programme. The ODP will also enable ODP to establish ODeL PMO, capacitate the respective projects with ODeL programme and assist the ODeL PMO to deliver in terms of the program implementation roadmap and project plans as per the respective ODeL workstreams outlined above.

The ODP shall also establish the monitoring and evaluation mechanisms to enable benefits realisation and harvesting throughout the projects within the ODeL programme.

13.4. SERVICE & PARTNERSHIP PRINCIPLES

The tenderer must propose Service Integration and Management Approach that will demonstrate the realisation of the following principles, to enable cost-effective service and value delivery for the institution:

- Proactive Demand Management – enable responsive understanding of business needs, services, processes, and operations to anticipate the associated demands & impacts on the envisaged ODeL digital capabilities and capacity.
- Responsive ICT Architecture – establish the mechanisms for the implementation of world-class or near world-class ICT architecture to enable the adoption of appropriate architectural patterns with the capability for rapid and scalable development and delivery of high performing digital products & services leveraging on agile, lean and continuous process improve for ODeL delivery model.
- Adaptive Operating Model – enable the adoption and implementation of appropriate agile & responsive institutional operating model, processes, tools and structures that balances the provision of differentiated digital products & services, improve operations efficiencies, with the drive for innovation and enablement institutional transformation towards ODeL fully digital business model (i.e. balanced projects vs operations priorities).
- Innovative Institutional Services & Solutions – institute innovation culture across the institution to anticipate and appropriately embrace new technology trends to deliver innovative technology solutions and enable sustainable continuous improvement of digital products & services for the institution.
- Adaptive Sourcing & Deployment – embrace adaptive sourcing approach to leverage on the partner ecosystem to provide best value for money options to enhance existing infrastructure investments and optimise operational costs with appropriate level of service standards.

13.5. ENGAGEMENT MODEL

The tenderer must provide a comprehensive engagement model to outline the appropriate operating mechanisms to enable the effectiveness of the delivery of identified services including additional value add services.

The engagement model must outline the approach that the service provider will adopt to take end-to-end accountability for the performance and delivery of all services required. It must also outline the mechanisms for coordinating delivery, integration, and interoperability of digital products & services across multiple partners, internal operations and projects within ODeL.

The engagement model must at the minimum outline the following:

- Nature and level of proposed partnership
- Service Standards
- ODeL Projects & Customer relationship management
- Agile Digital Products & Services delivery management
- ODeL Service transition planning and support
- ODeL Projects Toolset integration

- ODP Supplier/Sub-Contractor and service assurance
- Skills Transfer Approach/Plan

13.6. SERVICE STANDARDS

The tenderer must outline key service standards and include draft service level agreements to demonstrate the ability to provide and manage the service levels applicable to defined competency areas, applicable to the PMO and applicable to the digital transformation journey proposed for the university.

The service standards must include the options and mechanisms for activating and delivering the respective service requests – e.g. projects assignments, specific service/competency required.

13.7. SERVICE COMPETENCY PROFILING REQUIREMENTS

The service provider must submit minimum of three (3) CVs for each service competency area. All three (3) CVs must meet the stipulated minimum team competency level and experience. The minimum team competency level and experience required for each competency area outlined below is intermediate or experienced level with minimum of seven (7) years of experience in the respective service practice/competency

Competency Areas	Objective/ Description
1. Customer Experience Analysis & Design	The analysis and prioritisation of stakeholders & user experience needs; and Iterative design of digital products & services including customer service journey maps and service blueprints
2. Business Process Modelling/Engineering	The analysis and design of business processes for the adoption of appropriate technologies for continuous business process improvement including roles, data, policies, procedures and structure
3. Analytics	Selection, acquisition & integration of data for analysis and application of a range of mathematical, statistical, predictive modelling or machine-learning to insights, findings & artificial intelligence in the digital products & services
4. Product Management	The active management and adoption of appropriate product development models for delivery of digital products & services throughout their lifecycle to consistently respond to emerging market opportunities and user needs
5. Digital Marketing	The management and development of digital strategies, campaigns and day-to-day marketing activity delivered through appropriate digital channels
6. Customer service support	The management and operation of digital products & services for the cost-effective delivery of customer service through multiple channels including human, digital, self-service and automated.
7. Digital Learning Content Design & Development	The specification, design, creation, packaging and maintenance of materials and resources for use in digital learning and development including instructional design, content development, configuration and testing of learning environments, and use of appropriate current technologies such as audio, video, simulation and assessment.
8. Digital Teaching & Learning Support	The transfer of business and/or technical skills and knowledge to facilitate digital learning and development using a range of techniques, resources and media including eLearning, on-line virtual environments, self-assessment, peer-assisted learning, simulation, and other current methods

Competency Areas	Objective/ Description
9. Digital Research & Innovation	The active participation in a community of researchers; communicating formally and informally through digital media, conferences, journals, books and seminars.
10. DevOps/Agile Development	Implementation of the relevant agile techniques, methodologies and frameworks to enable the implementation of DevOps mindset, culture, and set technical practices for continuous communication, integration, automation, collaboration; and management of people needed to plan, develop, test, deploy, release, and maintain the solutions for digital products & services.
11. Agile Project Management	The delivery of projects based on the adoption & adaptation of project management methodologies (Prince 2) to blend the control and governance of a project management approach with the flexibility of Agile ways of working, methods & frameworks - Scrum, Kanban and SAFe.
12. Digital Business Analysis	The methodical investigation, analysis, review and documentation of business functions in terms of business goals, objectives, functions and processes; and the collaborative creation & iteration of viable specifications and acceptance criteria for digital products & services
13. Solution Architecture/Engineering	The design and communication of high-level structures to enable and guide the design and development of integrated solutions that meet current and future business needs for digital products & solution including definition of solution context & intent, technical trade-offs analysis, primary components and subsystems, Non-functional Requirements ; in line with the relevant enterprise architecture blueprint & roadmap.
14. Solution Integration	The definition, design and implementation of software, components, interfaces and related characteristics based on appropriate integration standards and patterns to meet the relevant quality, feasibility, extensibility and maintainability of solutions requirements
15. QA and Testing	The customer-centric approach to defining, building, and releasing a continuous flow of valuable digital products and services to customers and user based on agile product delivery processes, methods and tools to enable agile & continuous solution acceptance, configuration management, release & deployment.

Competency Areas	Objective/ Description
16. Organisational Change Management	The definition and management of the process for deploying and integrating new digital capabilities based on the appropriate integrated change management disciplines, techniques and methods for effective change preparation, implementation and support to successfully adoption of change across the institution to drive desired digital products & services success and outcomes.
17. Programme Management	The identification, planning and coordination of a set of related projects within a programme of business change, to manage their interdependencies in support of specific business strategies and objectives
18. Project Management	The identification, planning and coordination of project, to manage their interdependencies in support of specific business strategies and objectives
19. Digital Skills Development	The provision of leadership, advice and implementation support to assessment of digital capabilities; identification & prioritisation of capability improvements; and the delivery of an integrated people, process and technology solution to deliver improved digital capabilities in line with institutional strategic plans and objectives for digital products & services.
20. Organisational Design	The planning, design and implementation of an integrated organisation structure and culture including the workplace environment, locations, role profiles, performance measurements, competencies and skills for target digital capabilities, products & services
21. Data management	The management of practices and processes to ensure the security, quality, integrity, safety and availability of all forms of data and data structures that make up the organisation's information throughout the entire lifecycle of data & information assets from its original creation point to its final retirement to enable reliable digital products & services
22. Knowledge management	The systematic management of vital knowledge to create value for the institution by capturing, sharing, developing and exploiting the collective knowledge of the institution to improve performance, support decision making and mitigate risks; and providing access to informal, tacit knowledge as well as formal, documented, explicit knowledge by facilitating internal and external collaboration and communications through digital products & services

Competency Areas	Objective/ Description
23. Digital Advisory Services	Leading the radical, fundamental transformation of core & supporting institutional, capabilities, processes, systems towards new business and operational models connected with digital technologies and platforms and with the digital economy as a whole; and creating & managing of digitalised products or services that are delivered fully digitally underpinned by digital capabilities with increasing digital components
24. Portfolio, programme and project support	The provision of support and guidance on portfolio, programme and project management processes, procedures, tools and techniques including definition of portfolios, programmes, and projects; advice on the development, production and maintenance of business cases; time, resource, cost and exception plans, and the use of related software tools; and tracking & reporting of programme/project progress and performance

13.8. VALUE ADD SERVICES

The tenderer should propose additional value add services that, in the tenderers experience, such services may be necessary for Unisa to consider in enabling the realisation of the envisaged digital journey for the institution.

14. ODEL PROGRAMME ROLES & RESPONSIBILITIES

14.1. GENERAL FUNCTIONS, DUTIES AND RESPONSIBILITIES OF THE ODeL PMO

- The PMO is represented by the Head of Digital Transformation, who by role, is a member of the ODeL Program Steering structure
- The office Manages stakeholder relationships, stakeholder expectations and reporting
- It ensures project planning and coordination according to the program implementation roadmap and synchronised project plans.
- The office manages the performance of the all PMO enabling resources including ODP
- It assumes full accountability for program success in terms of timeframes, quality and user adoption and managed rollout
- It provides tools/systems and enabling environment for the maintenance of online projects documentation preservation and reporting to various stakeholders

14.2. GENERAL FUNCTIONS, DUTIES AND RESPONSIBILITIES OF THE ODP

- The Digital Transformation Lead is the ODP representative responsible for the overall projects delivery, resourcing, availability, performance management of resources
- ODP assist the PMO to deliver in terms of the program implementation roadmap and project plans
- Maintenance of online projects documentation upkeep on the preferred management system/tool provided by the PMO
- Project Manager is the CEO to the assigned project/s and assumes full responsibility while ODP assumes full accountability for project success in terms of timeframe, quality and user adoption and managed rollout
- ODP may be represented at the ODeL Program Steering Committee and is a standing contributor to various governance structures.
- The ODP shall develop a performance management plan detailing methodology and approach to ensure that the proposed interventions and controls are effective in meeting assigned obligations.

14.3. GENERAL ADMINISTRATION IN THE ODeL PMO

- UNISA's ODeL PMO has adopted a customized a project management methodology largely adapted from Prince2
- PMO will be organized in a manner best suitable for an optimum and efficient delivery of ODeL transformational initiatives in terms of management of portfolio, program and projects

- PMO will be capacitated and augmented via two enabling processes, the UNISA internal secondments or deployments and ODP resourcing process
- PMO resources on-boarded via ODP forms integral part of an ecosystem of the PMO digital transformation team
- First preference for role assignments will be given to PMO digital transformation team members to harness lessons learned from one project to another, subject to monitored performance standard
- If ODP resource resign or request to be released from the assignment, such a resource shall be compelled to serve a 60 days handover exit notice
- If ODP resource decides to abandon the assignment without serving a handover exit notice, the ODP shall be charged the replacement penalty (onboarding cost and assessed cost of project dependencies and delays)
- If the PMO demand replacement due to poor or below standard performance, such instruction shall be dealt in accordance with the SLA, while the ODP provides replacement with no replacement penalty
- All artefacts, templates, standards, models and frameworks development by the PMO shall remain the intellectual property of UNISA
- During the implementation, PMO may define and propose the inclusion of additional role profiles to the standard list.
- Outputs delivered by ODP through its resources shall form part of the intellectual property of the university, therefore copyright provisions apply.
- ODP shall ensure preservation of all outputs delivered through professional services process (artefacts, frameworks, models, templates, standard operating procedures, etc) in a document repository as provided by the university
- PMO shall issue a standard resourcing notice consisting of a project description, assignment overview, role of a resource, deliverables, performance standards and timeframes
- ODP is expected to acknowledge receipt of a resourcing notice within 2 calendar days
- ODP shall provide a minimum of two best profiles in response to the resourcing notice
- PMO shall assess quality of proposed profiles, reflects or agree and set interview dates
- Proposed resources shall be assessed and interviewed in a method best fit for the PMO in conjunction with the ODP
- Resource on-boarding process shall be performed jointly by ODP and PMO

14.4. General PMO outputs

KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	MEASURE
Project Integration Management	<ul style="list-style-type: none"> Projects execution does not have a negative impact on the operations or cause reputational damage to UNISA 	<ul style="list-style-type: none"> Agreed project plan Stakeholder feedback Project Interphase management plan
Project Scope Management	<ul style="list-style-type: none"> Scope is approved by the relevant authority and experts The project is managed with the approved scope Change control process is followed 	<ul style="list-style-type: none"> The number and kind of change requests/variation orders Project execution plan Signed contracts
Project Resource Management	<ul style="list-style-type: none"> The project is running on time, within budget and the quality according to industry regulations and standards 	<ul style="list-style-type: none"> Project Execution plan Project Status reports
Project Schedule Management	<ul style="list-style-type: none"> On target execution of projects against the project plan baseline 	<ul style="list-style-type: none"> Project execution plan Project Status reports Schedule performance index
Project Cost Management	<ul style="list-style-type: none"> On target execution of projects against the project baseline 	<ul style="list-style-type: none"> Agreed project plan Bills of Requirements Project cost reports Cost performance index
Project Risk Management	<ul style="list-style-type: none"> Risks identified, monitored and mitigated timeously There are little to no project issues that are impeding on progress The project does not have a negative impact on UNISA's operations and reputation 	<ul style="list-style-type: none"> Risk management plan Project execution plan Project status reports Project cost reports SHEQ reports
Project Communications Management	<ul style="list-style-type: none"> Accurate messaging is disseminated timeously, to the correct stakeholders. The hierarchy of communication and decision making is clearly understood by all stakeholders 	<ul style="list-style-type: none"> Communication plan Communique sent out Project status reports

KEY PERFORMANCE AREA (KPA)	KEY PERFORMANCE INDICATOR (KPI)	MEASURE
Project Stakeholder Management	<ul style="list-style-type: none"> • Communication effectiveness • Ensure that stakeholders support projects, • PM trust and respect stakeholder relationships • Conflicts mitigated on time 	<ul style="list-style-type: none"> • Project execution plan • Stakeholder management plan • Stakeholder feedback • Communication plan • Project status reports
Project Procurement Management	<ul style="list-style-type: none"> • The relevant project approvals are obtained timeously • The correct procurement strategy is developed and implemented • The correct/capable services providers, suppliers and/or contractors are appointed for projects • Projects execution does not have a negative impact on the operations or cause reputational damage to UNISA 	<ul style="list-style-type: none"> • Procurement strategy • Project execution plan • Project status reports • Minutes of approval authorities' meetings

15. ANNEXURES

Annexure A5: Pricing template

Annexure A6: Reference template

Annexure A9: Sub-contracting template