



**AIRPORTS COMPANY**  
SOUTH AFRICA

**Information Technology Services  
Management & Operations  
End-to-End Service Desk Managed  
Services for a period of 5 years**

**Scope of Work**

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## **1. Introduction**

### **1.1. Background**

- 1.1.1.** Airports Company South Africa SOC Ltd hereby invites submissions for the provision of IT Services to both internal and external stakeholders by managing IT Incidents, Request Fulfilment, Events, Problems, and Field Services.
- 1.1.2.** The essential services such as incidents and request fulfilment are managed by a consolidated IT Service Desk function performed by a decentralised Service Desk model located at O.R Tambo, Cape Town and King Shaka International Airports.
- 1.1.3.** The Service Desk incorporates both remote and physical support to end users and peripheral devices where physical support are based at all ACSA sites. All other services as usually based on a centralised model as and when required.

### **1.2. Purpose**

- 1.2.1.** The purpose of this request is to identify and appoint a Managed Services Provider for the Management of the current IT Service Desks at Airports Company South Africa SOC Ltd.
- 1.2.2.** ACSA IT is currently governed by various standards, best practices and frameworks. The ITIL Service Management Framework is a basic guideline adopted by the ITSM & Operations department where they are responsible for capturing specific user incidents, events, problems, configs, changes and requests; recording them and then either resolving them through a set of fixed prescribed procedures, methods and solution sets or through reassignment where deeper technical intervention or policy changes are required. All related

tickets are transacted, captured, managed and stored on a centralised ITSM tool. These tickets are then updated, resolved and closed.

**1.2.3.** The information required are based on the following key high-level Service objectives ACSA expects to achieve through contracted IT Service Desk services:

- 1.2.3.1. Improve IT customer service to End-Users by providing world class support service through effective management, communication, technical capabilities and customer support within an agreed SLA;
- 1.2.3.2. Improve Request Fulfilment and Incident resolution-speed;
- 1.2.3.3. Restore Services to their steady state of normal operation first time as efficiently and effectively;
- 1.2.3.4. Improve and support efficiency and effectiveness by providing the knowledge databases and best practices in the areas of customer reporting, logging, tracking, resolving and managing of IT Incidents and Service Requests;
- 1.2.3.5. Improve efficiency and effectiveness by early identification and addressing root causes of technical problems by working with specialised resolver teams.
- 1.2.3.6. Acquire services with service quality guarantees backed by agreed Service Level Agreements (SLAs);
- 1.2.3.7. Have the ability to acquire skilled Service Desk resources to support new services while maintaining support for existing Services within agreed SLA;

### **1.3. Overall Objectives**

**1.3.1.** To appoint a highly qualified, experienced and skilled Service Provider to coordinate and manage the IT Service Desk environment. These consists of Incident Management, Request Fulfilment, Logging of Change Requests, Event Management, Problem Management and Remote Field Support.

**1.3.2.** To provide and manage the Service Desk staff for End-to-End Management of Incidents, Event, Problem and Request Fulfilment throughout the life cycle.

**1.3.3.** The following are the key high-level Service objectives ACSA expects to achieve through the Managed End-To-End Service Desk Services and this statement of work:

- 1.3.3.1. Meet ACSA business needs for highly available, reliable and secure services
- 1.3.3.2. Acquire Services with Availability guarantees backed by Service-Level Requirements (SLRs)
- 1.3.3.3. Improve desktop and End-User SLRs
- 1.3.3.4. Improve End-User productivity
- 1.3.3.5. Improve total cost of ownership management
- 1.3.3.6. Support business initiatives

**1.3.4.** All resources are to be based onsite;

- 1.3.4.1. For ACSA services that are provided by internal service delivery teams or 3rd Party Service Providers, the Service Desk will receive, log, perform first line

and second line troubleshooting, dispatch tickets to the responsible parties, and provide end to end management and reporting;

- 1.3.4.2. To attain Service Level Agreements (SLAs) which will be accompanied by penalties to ensure that business is not impacted through failure to meet significant mission critical systems or services.

**1.3.5.** The Service Desk function requires the skills and services that will support the service objectives which are outlined below:

- 1.3.5.1. To act as a single point of contact for all user incidents, service requests and general communication.
- 1.3.5.2. To restore 'normal service operation' as quickly as possible in the case of disruption.
- 1.3.5.3. To improve user awareness of IT issues and to promote appropriate use of IT services and resources; by means of user training and workshops.
- 1.3.5.4. To assist other IT functions by managing user communication and escalating incidents, problems and service requests using defined procedures.

#### 1.4. Definitions

Acronym / Abbreviation	Definition																						
ACSA	Airports Company South Africa SOC Ltd																						
ACSA Service Desk	Is the single point of contact for all IT related services such as Incidents, problem, change requests, service requests etc.																						
AD	Active Directory.																						
ACSA Sites	<table border="1"> <tbody> <tr> <td>ORTIA</td> <td>O.R. Tambo International Airport</td> </tr> <tr> <td>CTIA</td> <td>Cape Town International</td> </tr> <tr> <td>KSIA</td> <td>King Shaka International</td> </tr> <tr> <td>PLZ</td> <td>Port Elizabeth International</td> </tr> <tr> <td>BFN</td> <td>Bram Fischer International</td> </tr> <tr> <td>ELS</td> <td>East London Airport</td> </tr> <tr> <td>GRJ</td> <td>George Airport</td> </tr> <tr> <td>KIM</td> <td>Kimberly Airport</td> </tr> <tr> <td>UTN</td> <td>Upington International</td> </tr> <tr> <td>COR</td> <td>Corporate Office (Johannesburg)</td> </tr> <tr> <td>REG</td> <td>Regional Office (Johannesburg)</td> </tr> </tbody> </table>	ORTIA	O.R. Tambo International Airport	CTIA	Cape Town International	KSIA	King Shaka International	PLZ	Port Elizabeth International	BFN	Bram Fischer International	ELS	East London Airport	GRJ	George Airport	KIM	Kimberly Airport	UTN	Upington International	COR	Corporate Office (Johannesburg)	REG	Regional Office (Johannesburg)
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REG	Regional Office (Johannesburg)																						
Approver User	Approver user is any user that can modify requests for approval routed to them. They also have all capabilities of Requesters.																						



<b>Acronym / Abbreviation</b>	<b>Definition</b>
Call (module in ITSM)	A call is counted for each unique interaction at the Service Desk that is received but not limited to telephone, e-mail, walk-ins involving a separate individual and event that results in opening a ticket.
CI	Configuration Item.
CMDB	Configuration Management Database.
Commissioning	A Service required that ensures equipment is set up to function correctly, as per the specification, and to maximise system efficiently to provide optimal performance.
Corrective maintenance	Corrective maintenance is a maintenance task performed to identify, isolate, and rectify a fault so that the failed equipment, machine, or system can be restored to an operational condition within the tolerances or limits established for In-Service operations
End-user	End-user means a person upon whom ACSA intends, in its sole discretion, the right to access and use the systems or receive the benefit of the performance of the Services or the provision of the deliverables, whether an employee, consultant, customer, or any other person. The term <i>end-user</i> distinguishes the <i>user</i> for which the product is designed from other <i>users</i> who are making the product possible for the <i>end-user</i>
Escalation	An Activity that obtains additional resources when these are needed to meet Service Level Targets or customer expectations. Escalation may be needed within any IT Service Management Process but is most commonly associated with Incident Management, Problem Management, Service Request and the management of customer complaints.
Event	An Alert or notification created by any IT service, Configuration Item or a Monitoring tool. Events typically require IT Operations personnel to take actions and often lead to Incidents being logged.
Failure	Loss of ability to operate to specification, or to deliver the required output. The term Failure may be used when referring to IT services, Processes, Activities and Configuration Items. A Failure often causes an Incident.
Fault	A failure of a Service component that is correctly logged at ACSA Service Desk and communicated to Service Provider.
Function	A team or group of people and the tools they use to carry out one of more Processes or Activities; for example, the Service Desk.
Impact	A measure of the effect of an Incident, Problem, or Change on Business Processes. Impact is often based on how Service Levels will be affected. Impact and urgency are used to assign priority.
Incident	Refers to an unplanned interruption to an IT service or reduction in the quality of an IT service.



<b>Acronym / Abbreviation</b>	<b>Definition</b>
Incident clock	A timer that accumulates the time taken by the Service Provider, which excludes clock stop time, to resolve an incident. The clock will be stopped for periods outside the Service coverage window (SCW) for incidents that apply to Service devices with a limited SCW.
Incident Management	Refers to the process responsible for managing the lifecycle of an incident to restore services or resolve an incident as quickly as possible.
Incident/problem resolution time (i.e. mean time to repair)	The time elapsed from the initiation of a ticket until Service and/or call is resolved to caller satisfaction. calculation: performance = actual time to resolve/target time to resolve.
Installations, moves, adds, changes and decommissioning (IMACD)	General term for the routine work performed on equipment including installations, relocations, upgrades and decommissioning.
IT	Information Technology.
ITIL	Information Technology Infrastructure Library.
ITSM	Information Technology Service Management.
Major Incident	The highest category of impact for an Incident. A Major Incident results in significant disruption to the business.
Onsite Premises	O.R. Tambo International Airport; Cape Town International Airport; King Shaka International Airport; Port Elizabeth International Airport; Bram Fischer Airport; Kimberley Airport; George Airport; East London Airport; Upington Airport; Corporate Office (Johannesburg); Regional Office (Johannesburg)
Preventative maintenance	Preventative maintenance defined as the planned overhaul, replacement, inspection or test conducted with the purpose of preventing specifically defined failures through maintaining the condition of the infrastructure or assessing its condition for corrective maintenance. Preventative maintenance is conducted to prevent failures from occurring.
Priority Levels	A category used to identify the relative importance of an Incident, Problem or Change. Priority is based on business impact and urgency and is used to identify required times for actions to be taken. For example, the SLA may state that Priority 2 Incidents must be resolved within 4 hours.
Problem	A cause of one or more Incidents. The cause is not usually known at the time a Problem Record is created, and the Problem Management Process is responsible for further investigation. The aim of Problem Management is to find the root cause of the problem





<b>Acronym / Abbreviation</b>	<b>Definition</b>
Problem Management	Refers to the process responsible for managing the lifecycle of all problems and identifying the root causes by preventing a reoccurrence.
RACI	Responsible, Accountable, Consulted, Informed.
Requester User	Refers to any user that can submit requests and manage their own requests, access public pages, take surveys, and use live feed and chat. Requesters are typically End Users who access the instance through an employee self-service portal. Requesters have no associated roles.
Resolve	Refers to a complete resolution of a ticket that returns the Service to full functionality.
Response Time	Response time is the total amount of time it takes to respond to a ticket.
Restore	Actions taken or repairs made, other than permanent repairs, to restore the Services to an acceptable level.
Role	A set of responsibilities, activities and authorities granted to a person or team. A role is defined in a process. One person or team may have multiple roles; for example, the roles of Configuration Manager and Change Manager may be carried out by a single person.
Service Coverage Window	The Service Coverage Window (SCW) is the period that the Service Provider must provide Support Services for the different Service classes. The clock that measures the time it takes to resolve a reported ticket will be stopped during periods outside the SCW.
Service Desk	The Single Point of Contact between the ACSA IT Department and the ACSA users.
Service level requirement	A Service level requirement (SLR) is a defined statement from ACSA to a Service Provider describing their Service expectations. A Service Provider must agree and meet the Service level agreement (SLA) based on the requirements from ACSA.
Service level requirement categories	Primary category: has a direct impact on ACSA business. Secondary category: has minimal direct impact on ACSA business.
Service Request	A request from a user for information, advice, a Standard Change or access to an IT service.
SLA	Service Level Agreement.
SOC	State Owned Company.
Time to resolve	The time taken from the start of a fault to restoration of the Service, less any clock stop time, as agreed between the parties.
Underpinning Contracts	An Underpinning Contract (UC) is also a contract but this time between an IT Service Provider and a 3rd Party Vendor.
Urgency	A measure of how long it will be until an Incident, Problem, Service Request or Change has a significant impact on the business.

Acronym / Abbreviation	Definition
User	Means any employee or contractor given access, by ACSA, with a unique username and password to the subscription service.
User	A person who uses the IT service on a day-to-day basis.

***Table 1: Definitions***

## 2. Environmental Details

### 2.1. Current Tools and Processes

2.1.1. The Service Provider must make use of ACSA's available resources (software, hardware and processes).

#### 2.1.2. Processes

Process	Description
Incident Management	<p>The primary goal of the Incident Management process is to restore normal service operation as quickly as possible and minimize the adverse impact on business operations, thus ensuring that the best possible levels of service quality and availability are maintained. 'Normal service operation' is defined here as service operation within SLA limits.</p> <p>Incident Management includes any event which disrupts, or which could disrupt, a service. This includes events which are communicated directly by users, either through the Service Desk or through an interface from Event Management to Incident Management tools.</p> <p>Incidents can also be reported and/or logged by technical staff (if, for example, they notice something faulty with a hardware or network component they may report or log an incident and refer it to the Service Desk).</p> <p>This does not mean, however, that all events are incidents. Many classes of events are not related to disruptions at all but are indicators of normal operation or are simply informational.</p> <p>Although both incidents and service requests are reported to the Service Desk, this does not mean that they are the same. Service requests do not represent a disruption to agreed service but are a way of meeting the customer's needs and may be addressing an agreed target in an SLA.</p> <p>As a subprocess, the Major Incident Management process must also be included to ensure that all Priority 1 incidents are managed as quickly and effectively as possible. This could include the gathering of key resources in a War Room to brainstorm and coordinate efforts with the aim of rapid IT Service Restoration.</p>



Process	Description
Problem Management	<p>Problem Management is the process responsible for managing the lifecycle of all problems. The primary objectives of Problem Management are to prevent problems and resulting incidents from happening, to eliminate recurring incidents and to minimize the impact of incidents that cannot be prevented.</p> <p>Problem Management includes the activities required to diagnose the root cause of incidents and to determine the resolution to those problems. It is also responsible for ensuring that the resolution is implemented through the appropriate control procedures, especially Change Management and Release Management.</p> <p>Problem Management will also maintain information about problems and the appropriate workarounds and resolutions, so that the organization is able to reduce the number and impact of incidents over time.</p> <p>Problem Management has a strong interface with Knowledge Management, and tools such as the Known Error Database will be used for both.</p>
Service Request Management	<p>Request Fulfilment is the processes of dealing with Service Requests from the users. The objectives of the Request Fulfilment process include:</p> <ul style="list-style-type: none"><li>To provide a channel for users to request and receive standard services for which a pre-defined approval and qualification process exists</li><li>To provide information to users and customers about the availability of services and the procedure for obtaining them</li><li>To source and deliver the components of requested standard services (e.g. licenses and software media)</li><li>To assist with general information, complaints or comments.</li></ul> <p>The process needed to fulfil a request will vary depending upon exactly what is being requested – but can usually be broken down into a set of activities that have to be performed.</p>

Process	Description
Event Management	<p>The Purpose of Event Management is:</p> <p>The ability to detect events, make sense of them and determine the appropriate control action are provided by Event Management.</p> <p>The automation of routine Operational activities such as scripts on remote devices, warnings and exceptions.</p> <p>Event Management therefore provides the entry point for the execution of many Service Operation processes and activities. In addition, it provides a way of comparing actual performance and behavior against design standards and SLAs.</p> <p>As such, Event Management also provides a basis for Service Assurance and Reporting; and Service Improvement.</p> <p>Event Management can be applied to any aspect of Service Management that needs to be controlled and which can be automated. These include:</p> <p>Configuration Items:</p> <p>Some CIs will be included because they need to stay in a constant state (e.g. a switch on a network needs to stay on and Event Management tools confirm this by monitoring responses to 'pings').</p> <p>Some CIs will be included because their status needs to change frequently, and Event Management can be used to automate this and update the CMS (e.g. the updating of a file server).</p> <p>Environmental conditions (e.g. fire and smoke detection)</p> <p>Software license monitoring for usage to ensure optimum/legal license utilization and allocation</p> <p>Security (e.g. intrusion detection)</p> <p>Normal activity (e.g. tracking the use of an application or the performance of a server).</p>

Process	Description
Service Desk (Function)	<p>The Single Point of Contact between the ACSA IT Department and the ACSA users.</p> <p>Specific responsibilities will include but not limited to:</p> <ul style="list-style-type: none"> <li>Logging all relevant incident/service request details, allocating categorization and prioritization codes</li> <li>Providing first-line investigation and diagnosis</li> <li>Resolving incidents/service requests</li> <li>Escalating incidents/service requests that they cannot resolve within agreed SLA</li> <li>Keeping users informed of progress</li> <li>Closing all resolved incidents, requests and other calls</li> <li>Conducting customer/End-user satisfaction callbacks/surveys as agreed</li> <li>Communication with users – keeping them informed of incident progress, notifying them of impending changes or agreed outages, etc.</li> <li>Updating the CMS under the direction and approval of Configuration Management</li> </ul>

**Table 2: ITIL Processes**

## 2.2. Human Capital

**2.2.1.** The current key resource positions and certification below are an indication of what is currently in the environment. The Service Provider is not limited to this.

Position/Job Title	Professional Certification
Service Desk Agent / Field Service Agent	<ul style="list-style-type: none"> <li>A+ certification</li> <li>N+ certification</li> <li>MCSE or MCITP</li> <li>ITIL foundation</li> </ul>
System Specialist	<ul style="list-style-type: none"> <li>A+ certification</li> <li>N+ certification</li> <li>MCSE or MCITP</li> <li>ITIL foundation</li> <li>ITIL Incident Management certification</li> </ul>

<b>Position/Job Title</b>	<b>Professional Certification</b>
Incident Manager	A+ certification N+ certification MCSE Accredited Coach / coaching certification ITIL Foundation ITIL Incident Management certification
Problem Manager	A+ certification N+ certification MCSE Accredited Coach / coaching certification ITIL Foundation ITIL Incident Management certification Bachelor's Degree in information technology
Service Desk Manager	A+ certification N+ certification MCSE Accredited Coach / coaching certification ITIL Foundation ITIL Incident Management certification Bachelor's Degree in information technology

**Table 3: Resource Requirements**

- 2.2.2.** The Service Provider will be responsible for providing appropriately skilled staff with necessary certification for the Service Desk function to meet the roles, responsibilities and SLA's.
- 2.2.3.** ACSA will be responsible for the office space and any utilities inclusive of parking at all ACSA sites.
- 2.2.4.** Provide details (appendix) of resource and service continuity management where high level of attrition.
- 2.2.5.** Provide methods of upskilling, cross skilling, and retention strategies.

### **2.3. Service Desk Baseline Information**

ACSA's current Service Desk utilisation and projected usages presented below. These business requirements represent ACSA's most realistic projection of the Service requirements based on a combination of past and future trends.

#### **2.3.1. Incident Traffic Volumes & Number of Users**

The Service Provider needs to manage the volume of calls within the SLA. The service desks collectively manage volumes of service calls per annum. These

includes the traffic via telephone, email and walk-in requests. The number of calls and users may increase.

Number of Incidents per month over a year											
Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
8688	7553	6884	7594	8888	8063	7977	10583	9986	10338	10292	9201
User base											
End-Users (approximately)											4260

**Table 4: Incident Traffic Volumes & Number of Users**

### 2.3.2. List of supported devices and applications

The following tables provides information with regards to the various devices, applications and infrastructure equipment installed at the various Airports Company sites. The list of Services, devices, users, applications is subject to increase.

#### 2.3.2.1. List of End User Devices

SITE	ORTIA	CTIA	KSIA	PLZ	BFN	ELS	GRJ	KIM	UTN	COR	REG	Mthata
Cell Phones	564	305	281	46	55	40	42	12	29	551	21	2
Cisco IP Phones	1544	969	1081	79	54	27	33	21	25	495	N/A	N/A
Desktops	581	358	200	30	18	37	38	25	26	76	0	0
Docking Station	64	16	10	2	3	3	7	1	3	16	0	0
Monitor	897	367	220	33	29	24	41	27	28	75	0	0
Notebook / Laptop	637	236	200	26	35	32	36	20	26	221	0	0
Desktop Printers	10	8	11	4	1	3	3	4	8	1	0	1
Projectors	32	6	9	4	2	1	2	1	1	0	0	0
Plotters	10	8	11	4	1	3	3	4	8	1	0	1
Tablets	201	65	39	11	9	11	10	8	6	36	0	0

**Table 5: End User Devices**



### 2.3.2.2. List of IT Support Systems

IT Support Systems
Active Directory Passwords and other passwords
Bulk SMSing
Antivirus solutions
Backup and Restore
Configuration Management and Patch management
Desktop Software
Email Service
End Point Data Protection solution
Skype and Instant messaging
File Services
Exclaim

**Table 6: Support Systems**

### 2.3.2.3. List of Priority Services

Service Name
Airport Management Suite (AMS) - core service
2D Bar Code
Access Control
Airport Permit Issuing System (APIS)
APEX Airport Management Systems - core service
Baggage Information Display System (BIDS)
Baggage Reconciliation System (BRS)
Closed Circuit Television (CCTV) System
Common Use Self-Service Check-in (CUSS) Network - core service
Common Use Terminal Equipment (CUTE) Network - core service
Flight Information Display - External Feed

**Table 7: Priority Services**

#### 2.3.2.4. List of Non-Priority Services

Service Name
Building/Pavement Management System
ACSA DECK
Bay Detection System
Business Intelligence
End to End monitoring
FIRHST Connect
Footcount
IMCS
License Plate Recognition System (LPR/VNR)
Pay on Foot
Performance Management System (PMS)
PIDS (Perimeter Intrusion detection system)
Property Management
Public Internet Service (Wi-Fi)
Quality Management System (QMS)
Queue Management System
Queue Management System (QMS)
Radio Communication System
Safe Passage
Safety Assessment Service
Security Vulnerability Management (SVM)
Storage
Storage Area Network (Attached Storage - Switch Interface software)
Time Keeper
Used by Governance team
WAN
Web content scanning
Wi-Fi

**Table 8: Non-Priority Service**

### 2.3.2.5. List of Infrastructure Equipment – Network

Infrastructure Equipment	ORTIA	CTIA	KSIA	PLZ	BFN	ELS	GRJ	KIM	UTN	COR
Switches	510	228	111	45	16	19	14	10	9	22
Routers	2	2	2	2	1	1	1	1	1	2
Firewall	4	2	2	3	2	2	2	2	2	-
Riverbed	1	1	1	1	1	1	1	1	1	1

**Table 9: Infrastructure Equipment Network**

### 2.3.2.6. List of Infrastructure Equipment – Servers, Storage and Backups

Infrastructure Equipment	ORTIA	CTIA	KSIA	PLZ	BFN	ELS	GRJ	KIM	UTN	COR
Servers (Virtual and Physical)	550	69	43	25	17	16	15	17	19	39
Storage (data domain)	1	1	1	1	1	1	1	1	1	1
SAN (EMC)	6	12	4	4	2	2	2	2	2	2
Avamar	2	1	1	1	1	1	1	1	1	1

**Table 10: Infrastructure Equipment - Servers**

## 2.4. Service Level Requirements (SLR)

The following Service Level requirements measure the performance of the expected IT Service outputs. Certain targets are defined and the service level in most instances gives the percentage to which those targets should be achieved.

Listed below are the Service Level Requirements and Targets that need to be achieved by the team:-

### 2.4.1. Service Level Requirements

Targets to be finalized at contract negotiations.

#	Description	Target	Measurement
1	Percentage of system availability	> 99.6% for all systems	Obtained from the ACSA Tool set



#	Description	Target	Measurement
2	Training and skills development plan execution	Proof of efficiency and addition to knowledge base because of the training	Obtained from in scope progress reports, career plans and certifications
3	First Contact Resolution (FCR) - Percentage of Incidents resolved at the Service Desk during the first contact.	>50% of Incidents resolved at first contact for year 1 with 5% increase per annum for the duration of the contract.	Call Resolution report obtained from ACSA tool
4	First Level Resolution Rate - Percentage of Incidents resolved at the Service Desk and / or by the Field Service Agents without escalation to 2nd level or external parties.	>80% of Incidents resolved at first level for year 1 with 5% increase per annum for the duration of the contract.	Obtained from the ACSA Tool set
5	Achieving the performance of Incident Resolution (SLA)	>80% of Targets achieved for year 1 with 5% increase per annum for the duration of the contract.	Call Resolution report from the ACSA tool set
6	To Ensure that incidents are updated within 24 hours	More than 95% updated within 24 hours for year 1 with 1% increase per annum for the duration of the contract.	Obtained from the ACSA Tool set
7	Manage the effectiveness of resolution and management of outstanding incidents	Less than 2% outstanding	Obtained from the ACSA Tool set
8	The number of telephone calls that are successfully taken by the Service Desk	Less than 2% Abandoned telephone calls	Obtained from the ACSA Tool set
9	Manage the effectiveness of Service Request resolutions	Less than 1% outstanding	Obtained from the ACSA Tool set
10	End User Satisfaction Rate	95% and greater achieved. A subjective rating obtained through an automated email survey for each Ticket logged at the Service Provider's Service Desk, where satisfaction is measured on scale of 1 to 6, with 1 being lowest and 6 being highest. The target is to achieve a rating of 5 or 6, 95% of the time for year 1 with 1% increase per annum for the duration of the contract..	Obtained from the ACSA tool set



#	Description	Target	Measurement
11	Measure the effectiveness of Problem Management	All reoccurring incidents promoted to problems and logged with Problem management. Root Cause Analysis Report to be produced within 7 working days. Recommended solutions to be implemented within a month.	Obtained from the ACSA Tool
12	Document and update Standard Operating Instructions/procedures, troubleshooting guides, methodologies, operation manuals etc.	98% of the Standard Operating Instructions and processes documented, up to date and signed off	Progress report tracker from in scope requirements
13	Trend and Age Analysis for all ACSA IT Processes	The target will be relevant to the Trend and Age Analysis chart and what it is measuring. Specific Trends will be documents	The Trend and age Analysis Report
14	Response Time	Response Time is measured from the time from Incident creation until the "In Progress" status update, measured during business hours	Obtained from the ACSA Tool
15	Telephone Answering Speeds	Average Speed of Answer (ASA) 3 seconds after the call is routed to the Agent to answer.	Obtained from the ACSA Tool

**Table 11: Service Level Requirements**

## 2.5. Priority Levels

- 2.5.1.** In ensuring that services are restored within specific timeframes outlined in table 15 below, the scope therefore makes way for the management of SLA's through the utilization of existing Underpinning Contracts.
- 2.5.2.** Priority level (P) is a category used to identify the relative importance of an Incident, Problem Service Request or Change. Priority is based on impact and urgency and is used to identify required remediation timelines.
- 2.5.3.** An Incident's Priority is usually determined by assessing its impact and urgency, where,
- 2.5.3.1. Urgency is a measure how quickly a resolution of the Incident is required
  - 2.5.3.2. Impact is measure of the extent of the Incident and of the potential damage caused by the Incident before it can be resolved.
  - 2.5.3.3. These two aspects will determine the priority of an incident.

## 2.6. Priority Definitions

- 2.6.1. Priority 1 (Catastrophe)** – Multiple system failure and interruption of business operations affecting all airport users and there is no alternative available. (financial Impact. License Impact, regulatory impact etc.)
- 2.6.2. Priority 2 – (Critical)** - Total system failure and interruption of business-critical applications affecting all users and there is no alternative available.
- 2.6.3. Priority 3 – (Significant)** - Loss of, or deterioration of service that has an impact on the business and there is no alternative available. Incident affects multiple users.
- 2.6.4. Priority 4 – (Moderate)** - Users' ability to do their job is impaired. Failure of a system or component but alternative available at customer location. Incident affects single user.
- 2.6.5. Priority 5 – (Low)** - A minor software or hardware incident with little or no impact on the user. The incident is specific to one user.

		Impact				
		Catastrophe	Critical	Significant	Moderate	Low
Urgency	Catastrophe	P1	P2	P3	P4	P5
	Critical	P2	P3	P4	P5	
	Significant	P3	P4	P5		
	Moderate	P4	P5			
	Low	P5				

**Table 12: Incident Priorities**

## 2.7. Incident Management Performance Requirements

2.7.1. The actual Performance Requirements during the management of an Incident from the time it is logged until the time it is resolved including updates to the user are listed below:-

Priority	Response	Restoration	Update Feedback
P1	15min	2hrs	30 min
P2	30min	4hrs	1 hr
P3	60min	8hrs	4 hrs
P4	4hours	24hrs	8 hrs
P5	8hours	48hrs	12 hrs

**Table 13: Response and Resolves Times**

- 2.7.2. The above table depicts the SLA response and resolution times to be managed by the Service Provider.
- 2.7.3. The Service Provider will be responsible for the management and resolution of the incidents that are within their control.
- 2.7.4. The Service Provider will also be accountable for the management of such incidents that have been escalated to second and third level for resolution.

## 2.8. Operational Hours

Airport	Monday - Thursday		Friday		Saturday		Sunday		Earliest Opening	Latest Closing
	Open	Close	Open	Close	Open	Close	Open	Close		
ORTIA	24 x 7 x 365									
CTIA	04:00	23:00	04:00	23:00	04:00	23:00	04:00	23:00	04:00	23:00
KSIA	04:00	22:00	04:00	22:00	04:00	22:00	04:00	22:00	04:00	22:00
PLZ	05:00	22:00	05:00	22:00	05:00	22:00	05:00	22:00	05:00	22:00
BFN	05:30	20:00	05:45	20:00	08:30	16:00	08:30	20:00	05:30	20:00
ELS	05:30	21:30	05:00	21:00	08:00	18:00	07:30	21:00	05:00	21:30
GRJ	06:00	19:00	08:00	20:00	08:00	15:00	08:00	19:30	06:00	20:00
KIM	06:00	20:00	06:00	20:00	06:00	16:00	12:00	20:00	06:00	20:00
UTN	06:00	18:00	06:00	18:00	06:00	14:00	06:00	18:00	06:00	18:00
COR	08:00	17:00	08:00	17:00	Closed	Closed	Closed	Closed	07:00	18:00
REG	08:00	17:00	08:00	17:00	Closed	Closed	Closed	Closed	07:00	18:00

**Table 14: Operational Hours**

## 2.9. Ad-hoc Support

- 2.9.1.** Subject to table 15, the submission should provide for a resourcing model that will demonstrate the achievement of the SLAs and ensure ability to deliver service during the defined Operational and Non-Operational hours.
- 2.9.2.** If resources are absent from site, necessary provisions must be made to replace the resource for the duration of their absence, with an equally competent and qualified resource. The stand in resource must have the required access, training and site knowledge.
- 2.9.3.** The use of onsite Service Desk operations resource on projects, initiative or IMACD activities during standard operating hours is not allowed.

Service Class	Ad-hoc Support
Project, IMACD and Change	All project, IMACD and Change tasks that impact the live environment will take place after the last flight has departed and before the first flight departs/arrives in the morning. These hours vary from airport to airport, but generally the project tasks take place between 23h00 and 04h00, times are subject to change and will be communicated then.

**Table 15: Ad-hoc support**

## 3. Scope

### 3.1. Planning and Analysis

Planning and Analysis Services are activities associated with the capturing and assessment of requirements, designing and implementing the Service Desk capabilities	
BR#	Requirement
Tools and solution	
BR 1.	Make use of provided software and hardware but not limited to (e.g. ITSM and telephony tools) to collect, track, document, report and manage the service desk processes
Staffing and Skills Requirement	
BR 2.	Provide the appropriate resources with training, and experience needed by the IT Service Desk

**Table 16: Planning and Analysis**



### 3.2. Operations and Administration

The activities associated with providing a stable ITSM & Ops environment and to effectively and efficiently perform processes and procedures to ensure IT Services meet SLR targets and requirements

BR#	Requirement
Policies and Procedures	
BR 3.	Develop and document operational, administration processes, procedures and work instructions to meet ACSA's requirements.
BR 4.	Adhere to ACSA policies, standards, procedures and work instructions.
BR 5.	Maintain and provide escalation contact list(s) for all in scope Service requirements (including third parties such as vendors and other service providers)
Availability	
BR 6.	Ensure that all IT Service Desk resources are available in accordance with the ACSA Airport Operating hours
Service Desk Capabilities Assistance	
BR 7.	Provide Level 1 and 2 support to End-Users but not limited to incidents/requests relating to the use of hardware, software and infrastructure.
Resource Capacity and Performance Management	
BR 8.	Perform operational planning for IT Service Desk capacity and performance purposes
BR 9.	Provide additional resources as needed during planned events
BR 10.	Provide suitably skilled IT Service Desk resources to meet Service Level Requirements
BR 11.	Use best efforts to provide required Resources and/or Employees for unplanned events
Communications	
BR 12.	Broadcasts or other notices to provide status updates as required for planned and unplanned events in accordance with ACSA standards.
Satisfaction Surveys	
BR 13.	Develop and execute procedures for conducting End User satisfaction surveys
BR 14.	Develop and execute a plan to continuously improve the Satisfaction Survey response.
Ad-hoc Support	
BR 15.	Participate in planning of Projects, IMACD's and Changes that could impact the Service Desk Call volumes to enable Resource planning.
Improvement Planning	
BR 16.	Continuously evaluate IT Service Desk metrics in order to improve Service delivery and reduce call volume as input to the overall Continuous Improvement program.
BR 17.	Work with ACSA Service Providers both operational and technical resources to identify, recommend and implement solutions to minimise the need for End-Users to Call the Service Desk. (e.g. additional End-User training, End-User self-help opportunities, Root Cause Analysis)

BR#	Requirement
Reporting	
BR 18.	Report on Service Desk utilisation statistics
BR 19.	Provide reports as per section 5.

**Table 17: Operations and Administration**

### 3.3. Remote Desktop Management Services

This includes the activities associated with managing desktop devices and Software remotely; and controlling desktop devices and Software remotely over the network. This includes maintaining and troubleshooting the desktop operating system and supported desktop applications electronically to minimize the need to dispatch technical resources to perform these Services on site.

BR#	Requirement
Solution	
BR 20.	Use the ACSA prescribed remote tools to support and manage the end user environments.
Perform remote support	
BR 21.	Diagnose Incidents using remote control capability and when possible implement corrective actions to Resolve tickets. If Resolution is not possible, this shall be escalated as per the escalation procedures
BR 22.	Utilise remote control tools to manage and enforce compliance with configuration management standards.

**Table 18: Remote Desktop Management Services**

### 3.4. End-User Account Administration Services

These Services include the co-ordination of Employee End-User account (i) administration; (ii) activation; (iii) changes; and (iv) terminations, including: password/account setup and reset, remote access connectivity, email accounts, End-User identities, etc.

BR#	Requirement
Administer changes	
BR 23.	To manage End-User accounts per authorised Service Requests in accordance with ACSA security policies and procedures. Co-ordinate with other specialised teams to manage End-User accounts.
BR 24.	Reset passwords as required in accordance with ACSA security policies and procedure
BR 25.	End User Accounts administration not limited to Active Directory, email, Internet, remote access. System, Server, resource or elevated access accounts.

**Table 19: End-User Account Administration Services**

### 3.5. Installation, Move, Add, Change and Disposal

IMACD Service requests will be coordinated through the Service Provider Service Desk where obligations include logging the request and facilitating fulfilment.

BR#	Requirement
IMACD Service Requests	
BR 26.	Management of requests for IMACDs services
BR 27.	Confirm the scope and agreed required documentation for the IMACD request.
BR 28.	In respect of IMACDs related to 3rd Party services, refer authorised Service Requests to the relevant 3rd Party service provider and report to ACSA on the status of these Service Requests.
BR 29.	Build, configure and test the system in accordance with the standard hardware configuration(s) and software image in accordance with the procedures and specific Service Request
BR 30.	Perform hardware and software IMACDs and re-installations in accordance with the specific Service Request, procedures and other application policies
BR 31.	Conduct data and applications migration on end-user devices.
BR 32.	Coordinate with IT Service Desk and all other necessary IT Functions, Third-Party to manage all IMAC Service Requests to resolution and closure
BR 33.	End-user device decommissioning including preparation for disposal (device sanitising [data, de-installation of software, security rights revocation, physical cleansing etc.] and providing ACSA with a schedule of equipment) in accordance with ACSA disposals policies

**Table 20: Installation, Move, Add, Change and Disposal**

### 3.6. Self Help Services

This includes the automated/electronic tools made available by the Service Provider directly to End-Users such as Password Resets, Status Queries and Frequently asked questions

BR#	Requirement
Identify Requirements	
BR 34.	Monitor and review the effectiveness of Self-Help Service capabilities and usage
BR 35.	Identify and recommend additional areas of improvement for Self Help Service capabilities
BR 36.	Develop recommendations and implement improvements to Self Help Service capabilities. This includes end-user training.

**Table 21: Self Help Services**

### 3.7. Service Requests and Incident Management

The activities associated with end-to-end Incident and Service Request management processes including escalation to Level 2 and Level 3 specialists through a defined process, including the Service Provider's primary resources, third parties (such as hardware and software suppliers) as well as ACSA's internal technical support resources.

BR#	Requirement
Policies and Procedures	
BR 37.	End-to-end management of Service Requests and Incidents that will be reported by ACSA end-users and stakeholders.
BR 38.	Adhere and improve procedures to respond to Incidents and Service Requests according to defined prioritisation and Resolution targets. Ensure that responses to Incidents and Service Requests are based on impact and urgency and not the method used to notify the Service Desk (e.g. telephone, email and/or direct input to service request system by End-Users)
Incident Resolution and Closure	
BR 39.	Confirm resolution before closure of Incidents and Service Requests from the ACSA users and stakeholders.
BR 40.	To develop and execute a plan to enhance the rate of the End-Users satisfaction survey for resolved Incidents and Service Requests.
BR 41.	Record and reassign tickets as per process agreed with ACSA.
BR 42.	Identify, log, prioritise, escalate and track all tickets
BR 43.	Process Incidents and Service Requests received via the web interface. Coordinate service delivery with support from the ACSA support groups in the various divisions.
BR 44.	Monitor tickets and escalate as per policies and procedures until resolution.
BR 45.	Identify Problem characteristics and log with ACSA problem management.
BR 46.	Resolve Incidents within agreed SLA otherwise escalate according to the escalation procedure.
Records Maintenance	
BR 47.	Ensure that inventory and configuration management records are updated to reflect any changes resulting from the Incident or Service Request

**Table 22: Service Requests and Incident Management**

### 3.8. Preventative Maintenance

Activities aimed at keeping the system usable and valuable for the organization.

BR#	Requirement
Preventative Maintenance	

BR#	Requirement
BR 48.	Perform daily housekeeping as per the ACSA housekeeping procedure and provide proof of activities.
BR 49.	Perform preventative maintenance activities on End-User devices.

**Table 23: Preventative Maintenance**

### 3.9. Operations, Monitoring and Administration

Monitoring, Operations and Administration Services of all in scope infrastructure are the activities associated with providing a stable environment thus ensuring a proactive approach to risk mitigation and will aid ITSM & Ops to meet their SLA targets.

Management of the Services will always be done in consultation with ACSA-IT Operations and no decisions can be made without approvals and written consent from ACSA

BR#	Requirement
Monitoring and Administration	
BR 50.	Utilise ACSA Monitoring tools to monitor the infrastructure that will meet the monitoring and service level reporting requirement
BR 51.	Implement measures for proactive monitoring to limit infrastructure outages.
Operation Process Optimisation	
BR 52.	Work with ACSA-IT to streamline and optimise existing support processes to best manage the services.
BR 53.	Adhere to ACSA processes and procedures

**Table 24: Operations, Monitoring and Administration**

### 3.10. Incident and Problem Management

The activities associated with restoring normal service operation as quickly as possible and to minimize the adverse impact on ACSA business operations, thus ensuring that the best possible levels of service quality and availability are maintained.

Problem Management is the process responsible for managing the lifecycle of all problems. The primary objectives of Problem Management are to prevent problems and resulting incidents from happening, to eliminate recurring incidents and to minimize the impact of incidents that cannot be prevented.

BR#	Requirement
Incident and Problem Management: Requirements, Policies, Process and Procedures	
BR 54.	Adhere to ACSA Problem Management process and procedures.

BR#	Requirement
Incident and Problem Management: Single Point of Contact	
BR 55.	Will be responsible for logging of any tickets to Service Providers
BR 56.	Any failure in communication between ACSA and ITSM & Ops does not constitute grounds to miss SLA.
Incident and Problem Management System	
BR 57.	Accept, update and close tickets as per service level agreements using the ACSA IT call logging system.
Events, Incident and Problem Management	
BR 58.	<p>Perform incident and problem management per ACSA process and procedures, which includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>a) Perform event management monitoring of the Services to detect abnormal conditions or alarms, log abnormal conditions, analyse the condition and escalate to ACSA problem management.</li> <li>b) Responsible for the logging of problem tickets and tracking until resolution.</li> <li>c) To manage entire Incident/Problem life cycle including detection, diagnosis, status reporting, repair and recovery. Coordinate and take ownership of problem resolution by managing an efficient workflow of incidents including the involvement of Third-Party providers (e.g., vendors).</li> <li>d) Assign problems to resolver teams as required</li> <li>e) Review the state of open Problems and the progress being made in addressing these problems.</li> <li>f) Interact on a regular basis with the ITSM &amp; Ops to ensure optimised efficient level of service delivery [scheduled meetings, reports, etc.].</li> <li>g) Status Updates on Incidents must be obtained by the Service Desk from other functions within the IT Department.</li> <li>h) Manage and coordinate tickets assigned to Service Providers and third parties in order to meet SLA.</li> </ul>
Incident and Problem Management: Improvement Planning	
BR 59.	Identify and document enhancement opportunities for improved operational performance and potential cost savings
Incident and Problem Management: Reporting	
BR 60.	Provide status report detailing the Incident and Problem Management logs as defined in reporting schedule
Incident and Problem Management Quality	
BR 61.	Have a quality management program for Incident and Problem management. There should be a measurable improvement.
BR 62.	Management of the Major Incident Management (MIM) Procedure which includes gathering of key role players during a Priority 1 which is a catastrophe.

**Table 25: Incident Resolution and Problem Management**

### 3.11. End User Device Services

Manage and coordinate End User Device Services (e.g., locally attached desktop computers, laptop computers, printers, scanners, Network-attached copiers, mobile devices, CD/DVD burners and, multi-functional devices (printer/scanner/fax), Wall mounted display/PC)

BR#	Requirement
Laptops and Desktops	
BR 63.	Manage and coordinate Installs, Moves, Adds, Changes and Disposals (IMACDs)
BR 64.	Break/fix Services which includes the management of End-User devices from start to finish
BR 65.	End-User onsite Technical Support
BR 66.	System platform image configuration
BR 67.	Manage and coordinate handheld and mobile computing hardware devices and associated system software (i.e. smartphones, tablets etc)
BR 68.	First line support for network attached printers, documents scanners, multi-functional devices (printers/scanners) and copiers that are attached to the Local Area Networks. (hardware and consumables excluded)
BR 69.	Manage and coordinate locally attached peripherals devices (e.g. personal printers, exclusive of consumables)
BR 70.	First line support of business software, utilities (e.g. security management and general software) and ACSA applications that are part of ACSA standard approved computing device images.
BR 71.	Provide technical assistance for Core Software Image(s) Specifications for desktops, laptops, servers and other in-scope devices
BR 72.	Issue monthly reports on IMACD activities
Mobile Devices and Tablets	
BR 73.	Ensure all assigned Service requests have all the documentation attached, check documentation is completed in full and approved by the manager.
BR 74.	Receiving Deliveries and Safekeeping of Equipment. (Cell phones)
BR 75.	Placing orders for cell contract in line with cellular policy. Accurate database updating.
BR 76.	Managing repair process – cellular, tablets, laptops, etc. Requesting quotations for repairs to be done, issuing of loan devices where necessary.
BR 77.	Loading of top ups on cellular, data and landlines
BR 78.	Loading of data bundles on cellular and data contracts and ensuring all databases are updated.
BR 79.	Ensure accurate record of all stock in store. Disposed stock as well as current stock
BR 80.	Ensure disposal process is followed end to end and database updated.
BR 81.	Ensure all stock is updated on the database - in storeroom, disposed and current stock.



BR#	Requirement
BR 82.	Replacement Cycle - Ensure End-User Hardware is replaced according to the replacement schedule.
BR 83.	Cellular upgrades – Ensure users are notified when cell contracts are due for upgrades and upgrades process to follow.
BR 84.	Record/manage the movement of the Equipment on the databases into and out of storerooms as well as asset movements from one location to another. Ensure all documentation is obtained.
BR 85.	Ensure a CMDB is populated, attributes defined and accurate.
BR 86.	Ensure telephone and cellular management systems updated.
BR 87.	Respond to all tickets logged via Telephone call, Emails, Walk-in, Self-help Internet access and every other channel available. If unsuccessful, reassign and/or escalate the ticket appropriate resolver group.

**Table 26: Incident and Problem Management**

### 3.12. Human Resources

Human Resource Management to include the activities associated with the provision and adjustment of appropriate human resources to perform the required Services at the required Service Levels

BR#	Requirement
Human Resources: Skills and Staffing	
BR 88.	Ensure that staffing and skill levels are adequate to achieve SLA
Human Resources: Capacity Management	
BR 89.	Recruit and provide the human resources necessary for the performance of required Services in compliance with SLAs
BR 90.	Manage resource time and replacements
BR 91.	Ensure resource coverage during operating hours to meet SLA performance criteria's
Human Resources: Performance Monitoring	
BR 92.	Continuously monitor the performance of all the human resources and to ensure that the Services comply with the SLAs.
BR 93.	Ensure Service Provider Employee performance reviews are carried out and results made available to ACSA.
Human Resources: Change Management	
BR 94.	Inform and discuss of any potential Employee staffing changes.
BR 95.	Provide staff turnover data relevant to the Agreement when requested by ACSA



BR#	Requirement
Human Resources: Reward	
BR 96.	Provide details of how the resources will be rewarded by the Service Provider on this contract.
BR 97.	Provide details of staff development plan for the resources by the Service Provider on this contract.
BR 98.	Provide details of remuneration and benefits offered to the resources by the Service Provider on this contract. (types of leave offered, overtime, bonus, etc.)

**Table 27: Human Resources**

## 4. Penalties

- 4.1. The Service Provider will be allowed a grace period of three (3) months (to familiarise themselves with the operations at all airports) after commencement of contract.
- 4.2. The following penalties shall apply for failure to resolve incident within the agreed timeline:

SLA breach	Penalty
P1 Incidents are resolved within one hour after SLA time lapsed for two consecutive times in a measuring period across all the sites in scope.	20% of the monthly fee will be deducted per invoice up to 60% in one contractual year thereafter termination procedures will be implemented.
Incidents are resolved within two hours and beyond after SLA time lapsed for three consecutive times.	30% of the monthly fee will be deducted up to 60% in one contractual year thereafter termination procedures will be implemented.
If a Service Provider misses SLA's in any 3 consecutive months	50 % of the monthly fee will be deducted.
Fourth missed SLA in one month– will be deemed as a material breach, and the contract will be referred for performance management and termination procedures	50 % of the monthly fee will be deducted.

**Table 28: SLA breaches and penalty for P1 and P2**

## 5. Reporting

- 5.1. As part of ongoing performance management, ACSA requires that the Service Provider provides the reports contained in the table below.
- 5.2. ACSA reserves the right to change the list of reports as requested and will review these on an ad-hoc basis, and such changes should not attract additional costs.

Report Description	SLA Metrics Addressed	Distribution	Timing
Service Level Report	Consolidated SLA report to cover all SLR Metrics	ACSA	Service Level Report
Operational Report	Consolidated report supporting details per Operating Divisions	ACSA	Daily, Weekly and Monthly

**Table 29: Reports**

## 6. Meetings

6.1. As part of ongoing performance management and project delivery, ACSA requires that the Service Provider attend monthly and weekly meetings.

Frequency	Meeting Name	Standing Agenda	Participants and Role	Prior Documents to be submitted by the Service Provider	Documents to be produced after meeting
Weekly Meeting	Operational Meeting	See Standing Agenda	Senior and Middle managers	Weekly Meeting	Operational Meeting
Monthly Service Level Management Meeting	SLM Meeting	Agenda to be defined	User representatives, IT Service Manager & Operations, Managed Service Manager	Minutes from previous meeting and Reports as agreed upon	Minutes and Action Register
Adhoc	Adhoc	Adhoc	Stakeholders as and when required	Adhoc	As agreed by all parties

**Table 30: Meetings**

## 7. Pricing Schedule

5 Year On-Site Managed Services Pricing												
	Year 1		Year 2		Year 3		Year 4		Year 5		Total for 5 years	
	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual	Monthly	Annual
Total	R	R	R	R	R	R	R	R	R	R	R	R

**Table 31: Pricing Schedule**

