



MRASA Website Upgrade

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Part I: Business Case and Project Outcomes

Introduction & Background

The Muslim Refugee Association of South Africa, more commonly known as MRASA was established on the 14th of November 2008 and registered with the Department of Social Development on the 24th of June 2009 as a non-profit organization. The organization has steadily expanded since its establishment under the leadership of Chairman Mr. Wagogo Ramadhan. In addition, the team is composed of various diverse, dedicated, and committed members from across the African continent who recognized the need for an organization that would benefit and uplift the local communities. MRASA focuses on the provision of information and resources in order to create strategies for refugees to work in conjunction with the local communities, to ensure that all parties can actively fulfil their roles in developing a single, diverse community. Thus, MRASA intends to reduce and ultimately eliminate the possibility of Xenophobia. Furthermore, MRASA aims to uplift the plights that refugees and locals face in all aspects, whether it be academically, socially, religiously as well as morally.

MRASA was established in response to the onslaught of xenophobia attacks from fellow South Africans in May of 2008. Fellow South Africans changed their perceptions of African refugees and cruelly accused them of snatching their jobs, homes, businesses as well as possible opportunities that rightfully belonged to local South Africans. On the basis of this supposed thievery, South Africans gathered in various provinces and attacked refugees which resulted in the tragic loss of 62 individuals and thousands were left injured. A total of 21 South Africans, 11 Mozambicans, 5 Zimbabweans and 3 Somalians were lost on that devastating day. Unfortunately, those refugees whose lives were lost had left their natives homes in search of a better livelihood and instead, were tragically murdered.

Furthermore, this non-profit organization has aimed to promote a harmonious relationship between locals and foreigners and has offered a platform which has motivated and empowered both respective parties. This has been made possible through the presentation of opportunities such as campaigns and programs to unite and support both foreigners and locals. It is interesting to note that MRASA has a vision to create and establish a peaceful relationship for immigrants and the South African host community. In addition, MRASA has stated that their mission is to provide a platform for immigrants and their host communities to harness the talents of both parties as well as empower the respective parties so that they can unite as one entity and combat their existing issues.

The Situation of Concern & Problem Definition

The current issue that exists is that MRASA does not have an interactive and appealing website. In addition, the website was last updated in 2015 as MRASA does not have anyone who is able to regularly update this website due to their reliance on volunteers. However, this provides an opportunity to redesign and enhance the website as well as tailor the website to the requirements of the organization.

Business Objectives

- To empower both refugees and those who are disadvantaged in the local communities with practical skills so that both parties can be self-reliant and independent.
- To bridge the existing gap between the refugees and the local South African community to promote and establish a harmonious and coexistent relationship.
- To mobilize the organization and immediately provide emergency relief as well as humanitarian aid to those communities who have been affected by calamities such as war, famine, poverty and so forth.
- To continuously provide on-going events and opportunities that will enhance the needs and interests of refugees in South Africa through a strategic partnership with benefactors, sponsors, other existing NGOs, the government, as well as the business communities.
- To address refugee issues by acting as a lobby group.

Assumptions and Constraints

The following assumptions and constraints have been identified and will be taken into consideration during the duration of the project.

Critical Project Assumptions:

- MRASA will have access to all the necessary resources that are required for their project.
- The scope of the project will not change throughout the duration of the project.
- The overall budget of the project will remain constant and unchanged.
- The duration of the task will not exceed the estimated time schedule.

Critical Project Constraints:

- MRASA does not have anyone who regularly updates the website as they rely on volunteers.
- MRASA does not have a team of IT personnel to guide and instruct them or perform the tasks required.
- A budget constraint would be that MRASA is a non-profit organization which means that they have limited funding available to allocate to the website upgrade.
- There is a lack of trained staff.
- There is a lack of networking for NGOs.
- There is insufficient knowledge that is made available for donors as to where their funds have been allocated to.

External Stakeholder Analysis

The team developed an external stakeholder context diagram to ensure a broader understanding of the relationships that each external stakeholder has with the upgrade of the MRASA website.

External Context Diagram

The diagram in Figure 1 below represents all parties who would be affected by or interested in the project and its outcomes. It goes further to detail the relationships that each stakeholder would have with the project.

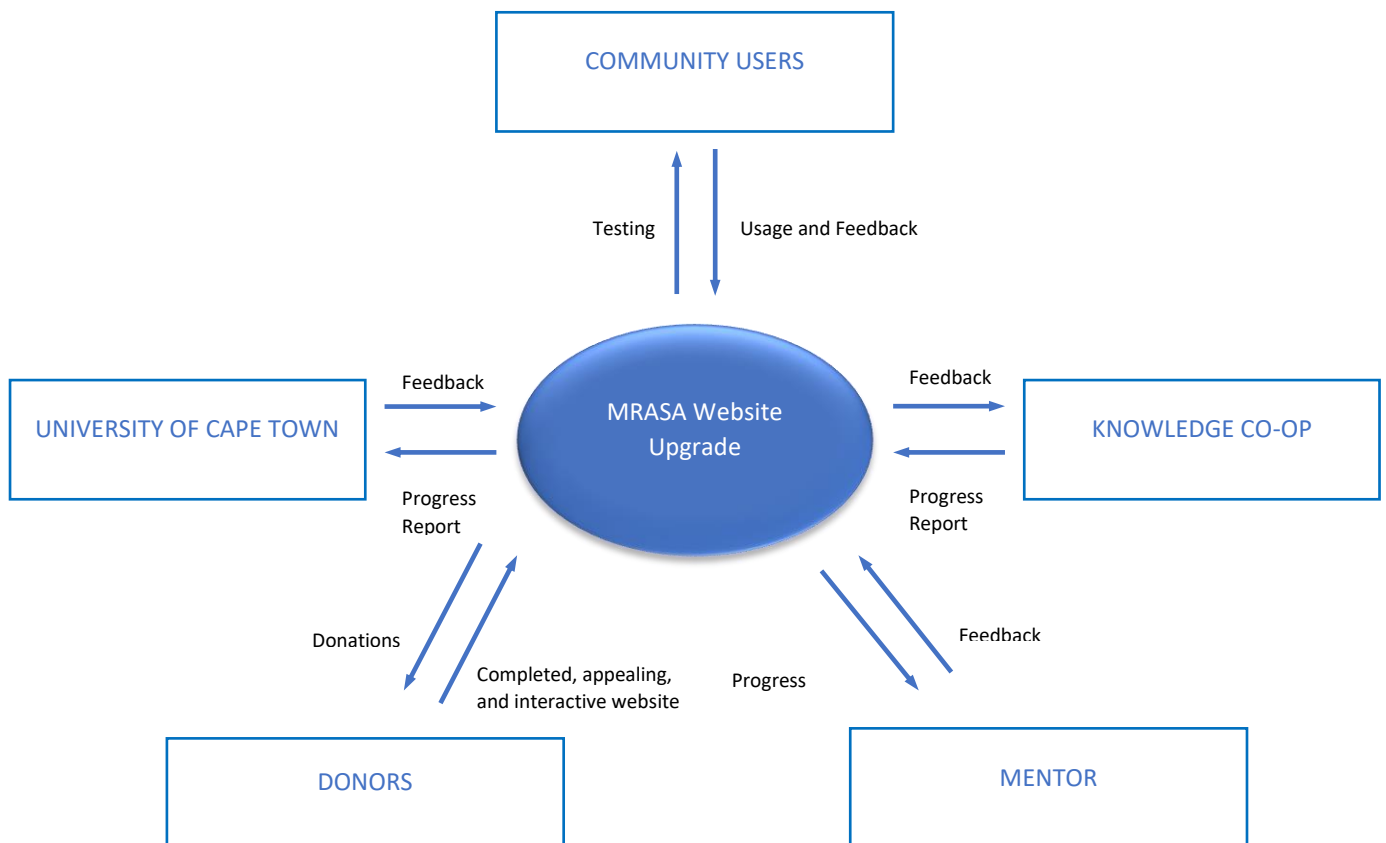


Figure 1 - External Stakeholder Context Diagram

Proposed Solutions

The team proposed three possible solutions to upgrade the website for MRASA in a simplified and cost-effective manner. The three solutions were as follows:

1. Outsourcing
2. In-house IT department
3. Software as a Service Platform

Solution 1: Outsource the development and upgrade of the website.

This option is the process of outsourcing a Web Development firm to obtain an improved website that can generate sufficient traffic. Outsourcing is the process of engaging with an independent contractor to provide a service – in this case, acquire the services of an independent IT company to develop the website.

Pros:

- This would ensure that the organization would be able to focus on other aspects of concern as the company will be able to focus on more critical and important issues.
- The act of outsourcing a vendor would ensure that the project will be completed in a shorter period.

Cons:

- The vendor might not be reliable nor financially stable. In the event of this occurring, MRASA will be left with an incomplete website which would cause a financial loss.
- The vendor might not be able to understand the organization due to cultural barriers which would result in poor communication and thus an inefficient execution of the project.

It is important to note that outsourcing development can be divided into two aspects, paid and unpaid, which will be detailed below:

Paid Outsourcing Development: The process of engaging with an independent, paid contractor to provide the service. This allows the business to acquire the services of an independent company to create, update and maintain their website in exchange for a fee.

Pros:

- Improved focus on core business activities.
- Increased efficiency.
- Controlled costs.

Cons:

- Service delivery

- Lack of flexibility
- Management difficulties
- Instability

Pro bono Outsourcing Development: There are many well established organizations which partake in pro bono work where charities and non-profit organizations are concerned such as Enigma Designs (<https://enigma-designs.co.za/pro-bono-web-design-services/>). This focuses on an independent company who would take responsibility for maintaining and updating the website without the requirement of payment.

Pros:

- MRASA will work with an ethical web design company.
- The designer is likely to be enthusiastic as there is no monetary incentive.

Cons:

- Future support might be lacking.
- Potential of low-skilled developers working on the project.
- Missing out on paid privileges.

Solution 2: Implement an in-house IT Department within the organization.

MRASA will have an IT department located within the business itself. This solution guarantees the availability of personnel to complete the required and ongoing updates and maintenance of the website.

Pros:

- This IT department would guarantee availability at all times to respond to the organization's queries.
- The IT department would be able to effectively understand and communicate with the organization as there would be limited to no language or cultural barriers.

Cons:

- This would cause a huge financial constraint as the organization works solely on donations.
- The organization would need to recruit a team that has the necessary skills and thereafter focus on building a relationship with the newly formed IT department.

Solution 3: Use a Software as a Service (SaaS) platform to create a website.

A SaaS is a cloud-based service platform that allows you to access applications or services through the internet. Content Management Systems (CMS) is an aspect of SaaS that allows a user to develop, create,

and modify the content of a website without the need for extensive or specialized technical knowledge. The specific SaaS that MRASA could employ would be a CMS online website builder such Wix or WordPress.

Pros:

- A SaaS platform such Weebly, Shopify and Wix allows the organization to quickly and easily set up and access the website from any device.
- The use of a SaaS would be a significantly lower cost as opposed to an IT department or an outsourced vendor. The SaaS requires a low subscription and there is no up-front licensing fee which further reduces the cost.
- Eliminate the need to learn or write code for the website.
- A selection of various templates that suits your desired website.
- The process of creating and publishing the website is straightforward.
- Website development is faster as designing the website is quicker.

Cons:

- The organization will be limited to a specific range of applications as certain applications do not offer a hosted platform – full customization is not always possible.
- The SaaS model is solely based on the concept of web delivery, as such, if the organization will lose their internet connection, then they are at risk of losing their data.
- Training costs incurred to use the CMS effectively and keep it updated.
- The website can be an easy target for spammers and hackers if not regularly updated.
- The website requires continuous updating which becomes a problem as there will be a need for a person solely dedicated to the updating of the website.

The most beneficial and cost-effective option would be the use of a SaaS platform to create and update a website as the company will be able to do this at their own leisure.

Final Selected Solution

Outsourcing CMS Development

MRASA relies heavily on volunteer work in order to complete their daily duties as well as upgrade their website. As such, solely using a CMS could be an issue as the organization would still be reliant on the volunteers to design, maintain and regularly update the website. The solution to outsource the website using a CMS would thus be beneficial as the company would be solely responsible for the design of the website. In addition, this solution was selected after careful consideration due to MRASA's past experiences with their previous website (www.mrasa.org.za) created by a pro-bono developer who did not regularly update their website. Currently, MRASA does not have access to their existing website and are thus searching for a solution where they would not be reliant on a single individual to maintain their site. As such, a CMS which is user friendly appeals to MRASA at this point in time. Hence the combination of Solution 1: Paid Outsourcing and Solution 3: CMS, was selected so as to minimize the possibility of any issues arising. Furthermore, this solution was selected after careful consideration whereby MRASA informed us that one of their members, Sumayya Bangirana, has knowledge on how to use a CMS such as Wix. Thus, Ms. Bangirana will provide a training workshop to other members so that in the event she leaves the organization, others will still have the knowledge to maintain the website. Hence, it is important to note that MRASA hopes to outsource the project to web designers that can develop a new website using a CMS with the hope that the web developer would grant them access to the website upon completion at a later stage. In doing so, MRASA would be able to regularly update, maintain and manage the website themselves going forward.

The outsourcing of a CMS website would entail web design and self-maintenance and is detailed as follows:



1. Web Design:

The website will be designed on a CMS such as WordPress Design and Development or Wix. The website will be designed in such a manner that it will be easy to navigate and will be aesthetically appealing. In addition, the website will be optimized so that it works on all devices.

The contracted company will provide the organization with the CMS Web Development login credentials to access the website.

2. Self-Maintenance: The client (in this scenario, MRASA) will have access to the website to ensure the regular updating and maintenance of the website. In addition, the client could opt to pay a once-off service fee to ensure that the website is protected and secure as frequently as required.

Pros:

- MRASA is outsourcing the project at a cost – the web developer is thus more likely to prioritize the design of the website due to the financial incentive.
- The developer will grant MRASA access to the CMS website and provided that it is a user-friendly and easy to learn framework, MRASA would be able to continuously update their website at their own discretion.
- The outsourcing of a CMS website will ensure that MRASA can allocate more time to other important tasks such as the Tutoring Programs, Food Schemes and so forth, thus increasing the efficiency of the organization.
- There would be a higher quality of work as a CMS developer has more expertise and experience on how to design and build the website in an appealing and easily navigable manner.
- The company will complete the project within a stipulated period of time.
- The cost for using a CMS Web Development such as Wix or WordPress would be significantly cheaper in comparison to the prices of other web development software.

Cons:

- Outsourcing CMS development could become quite costly as MRASA would like to add additional pages or features to the website. MRASA might not be able to afford these additional fees and will be left with a website that is not to their satisfaction.
- Outsourcing a company might not ensure that the specific characteristics that MRASA is searching for is provided.
- Miscommunication could occur and the company might fail to continuously plan and constantly communicate with MRASA in order to fulfil the needs of the website.

Feasibility:

- It is important to note that many developers who are contracted to build a website, simply do not hand over their work to the client. The developer hopes to continue working on the project from a financial aspect and should they provide MRASA with the login credentials to regularly update the website, then they are at risk of losing the project completely. Although most CMS systems are user friendly and easy to learn, it can be quite a tedious process. Should MRASA overcome this issue then they should consider having a dedicated individual on their team who

has knowledge on how to use a CMS and will consistently update their website. In addition, outsourcing a CMS Website to a company such as Enigma Designs resolves this issue as this particular company provides website access to their clients.

- A few MRASA employees would need to be trained by Sumayya Bangirana in order to accustom themselves to a CMS platform to complete any necessary changes that needs to be made to the website. However, this will prevent employees from adding value to other important aspects of the organization that requires their attention.
- There would be a once-off web design fee and thereafter a security fee that can be paid as frequently as required.
- All individuals would be able to access the website irrespective of their devices. However, MRASA would need to possess a laptop or desktop computer to maintain and update the website. There could be timely issues that might arise due to a limited number of computers that are available to MRASA. In a scenario where a computer is being used for an important business aspect, that particular aspect would take precedence and the website would only be updated afterwards – which could be too late.
- Individuals would be able to access the website at a slight data cost.

Constraints:

- Resources: The main constraint would be the financial aspect, i.e., budgeting for the rebuilding and redesigning of their website. It is important to note that MRASA is a non-profit organization and are heavily reliant on donor funds in order to complete their work. This point is emphasized as due to the COVID-19 pandemic, MRASA has received a minimal amount of donations toward their cause. Hence, it is difficult for MRASA to budget a specific amount for the website as donor funding determines the scope and attention assigned to the rebuilding of the website. Instead, they are currently weighing their options to aid in the selection of a financially feasible solution.
- Technology: MRASA might not have sufficient desktop computers or laptops, and this is a prerequisite to maintain and update their website.

Cost Analysis:

Outsourcing a CMS website can be quite costly depending on the design packages selected. For the purpose of this report, the pricing of a CMS Website Design Package will be used from the Enigma Designs price catalogue. Furthermore, the subscription costs of Wix and WordPress will be reviewed to provide an understanding on the financial implications associated with maintaining the website.

There are a total of 6 CMS Web Design Packages and are as follows:

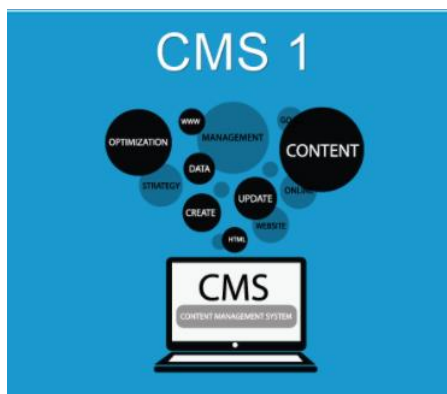


Figure 2 - Enigma Designs Package 1

CMS 1: R4000.00

- Commercial Theme
 - 3-5 web pages
 - Responsive
 - Photo gallery
 - Contact form
-

Source: Enigma Design (2021)

CMS 1 is quoted at R4000.00 which is a reasonable price, however, MRASA would be limited to a maximum of 5 pages.



Figure 3 - Enigma Designs Package 2

CMS 2: R6000.00

- Commercial Theme
 - 5-7 web pages
 - Responsive
 - Photo gallery
 - Contact form
-

Source: Enigma Design (2021)

CMS 2 is quoted at R6000.00 and applies a commercial theme to the responsive website. The customer is limited to a total of 5-7 web pages, a photo gallery, and a contact form.



Figure 4 - Enigma Designs Package 3

CMS 3: R8000.00

- Commercial Theme
 - 7-12 web pages
 - Responsive
 - Photo gallery
 - Contact form
-

Source: Enigma Design (2021)

CMS 3 is double the amount of CMS Package 1 at R8000.00 and offers a larger number of web pages.



Figure 5 - Enigma Designs Package 4

CMS 4: R10 000.00

- Custom Designed Theme
 - 3-5 web pages
 - Responsive
 - Photo gallery
 - Contact form
-

Source: Enigma Design (2021)

CMS 4 is more than the double the amount of CMS Package 1. In contrast to the previous packages, this package offers MRASA the opportunity to have a theme that is custom designed.



Figure 6 - Enigma Designs Package 6

CMS 5: R12 000.00

- Custom Designed Theme
 - 5-7 web pages
 - Responsive
 - Photo gallery
 - Contact form
-

Source: Enigma Design (2021)

This package is similar to CMS Package 4 with the only difference being the increase in web pages.



Figure 7 - Enigma Designs Package 7

CMS 6: R14 000.00

- Custom Designed Theme
 - 7-12 web pages
 - Responsive
 - Photo gallery
 - Contact form
-

Source: Enigma Design (2021)

Although costly, CMS Package 6 allows MRASA to have up to 12 pages that are custom designed.

In addition to the design packages, there is also a support and maintenance package for the WordPress CMS that would need to be paid as required to ensure that MRASA's website remains safe and secure.



Figure 8 - Enigma Designs Non-subscripted Maintenance

-
- Design, style, and CSS issues
 - Updating images and content
 - WordPress Configurations
 - Themes installation and configurations
 - WordPress plugins installation and configuration
 - WordPress core updates
 - WordPress themes updates
 - Changing the style/layout of the theme
 - Customization of the theme (adding and removing of features or sections)
 - Adding a page or blog post
-

Source: Enigma Design (2021)

It is important to recognize that outsourcing CMS Web Design and Self-Maintenance entails personalized management of the website by MRASA employees. However, this means that the subscription cost to maintain access to the website will be incurred by MRASA. As such, we have detailed the costs of two possible CMS's subscription plans. These plans pertain to the level of access MRASA would receive to desired CMS functions as well as the number of applications required to ensure their website achieves the goals that they have put forth.

Wix Subscription Costs:

		<small>MOST POPULAR</small>	
	Business VIP Get the Full Suite	Business Unlimited Grow Your Business	Business Basic Accept Online Payments
	US\$ 35 /month	US\$ 25 /month	US\$ 17 /month
	Select	Select	Select
Secure Online Payments (i)	✓	✓	✓
Plans & Recurring Payments (i)	✓	✓	✓
Customer Accounts (i)	✓	✓	✓
Custom Domain (i)	✓	✓	✓
Free Domain for 1 Year (i)	✓	✓	✓
Remove Wix Ads (i)	✓	✓	✓
Bandwidth (i)	Unlimited	Unlimited	Unlimited
Storage Space (i)	50GB	35GB	20GB
Video Hours (i)	Unlimited	10 Hours	5 Hours
\$75 Ad Voucher (i)	✓	✓	✓
Customized Reports (i)	✓	–	–
Customer Care (i)	Priority Customer Care	24/7 Customer Care	24/7 Customer Care

Figure 9 - Wix CMS Plans

Source: Wix (2021)

Pricing Plan	Approximate Cost per Month
Business Basic	R238.00
Business Unlimited	R350.00
Business VIP	R490.00

Table 1 - Wix Pricing Plans

Table 1 above depicts the monthly subscription costs MRASA will incur, provided they have selected Wix as their desired CMS. These costs are subject to change based on the USD/R exchange rate. These costs were obtained on the 13th of June 2021 with an exchange rate of R13.71.

WordPress Subscription Costs:

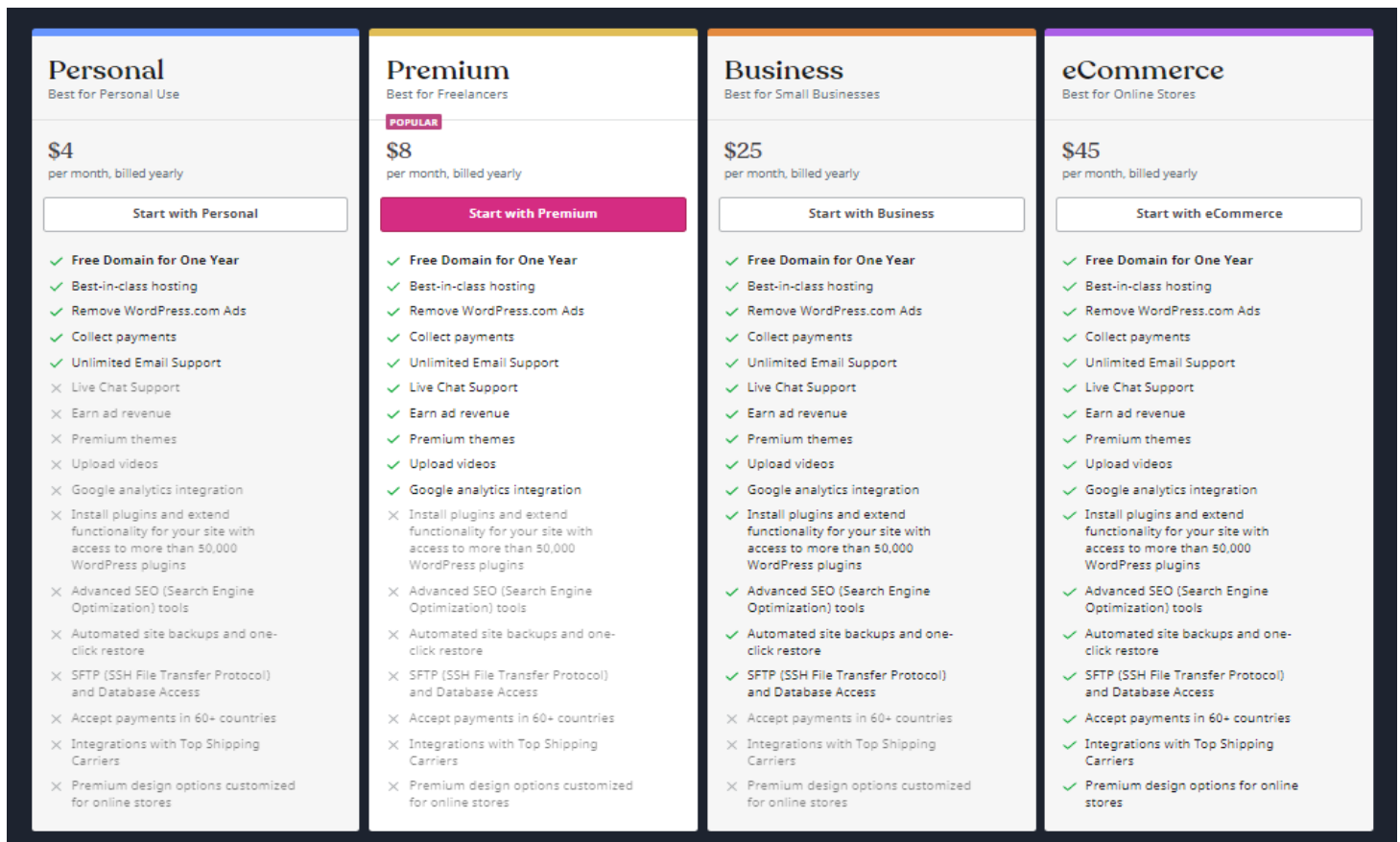


Figure 10 - WordPress CMS Plans

Source: WordPress (2021)

Pricing Plan	Approximate Cost per Month
Personal	R56.00
Premium	R112.00
Business	R200.00
e-Commerce	R630.00

Table 2 - WordPress Pricing Plans

Table 2 above illustrates the monthly cost MRASA would incur to maintain their subscription to their website, given that WordPress is the selected CMS. These costs are subject to change depending on the USD/R exchange rate. These costs were obtained on the 13th of June 2021 with an exchange rate of R13.71.

From the above, we can determine the range of costs MRASA could incur based on their selections. This applies to the outsourcing and self-maintenance fees for both the Wix and WordPress CMS's.

Wix CMS:

Cost Type	Approximate Amount
Minimum Cost	R4238.00 (R238 + R4000)
Maximum Cost	R12 490.00 (R490 + R12 000)
Recommended Cost	R8 350.00 (R350 + R8000)

Table 3 - Estimated Cost Using Wix

The table above demonstrates the minimum cost MRASA will incur, provided they use Wix as their preferred CMS. This is calculated through selecting CMS package 1 of R4000.00 offered by Enigma Designs along with the Business Basic plan offered by Wix of R238.00. The maximum cost is obtained through utilizing CMS package 6 of R12 000.00 along with the Business VIP plan offered by Wix of R490.00. The recommended cost is chosen by the team. This pertains to CMS package 3 of R8000.00 offered by Enigma Designs along with the Business Unlimited plan of R350.00 offered by Wix. This combination of package and pricing plans was chosen as it is the minimum cost MRASA could occur to receive the maximum benefits they wish to acquire for their website.

WordPress CMS:

Cost Type	Approximate Amount
Minimum Cost	R4056.00 (R56 + R4000)
Maximum Cost	R12 630.00 (R630 + R12 000)
Recommended Cost	R8200.00 (R200 + R8000)

Table 4 - Estimated Cost using WordPress

The table above demonstrates the minimum cost MRASA will incur, provided they use WordPress as their preferred CMS. This is calculated through selecting CMS package 1 of R4000.00 offered by Enigma Designs along with the Personal plan offered by WordPress of R56.00. The maximum cost is obtained through utilizing CMS package 6 of R12 000.00 along with the e-Commerce plan offered by WordPress of R630.00. The recommended cost is chosen by the team. This pertains to CMS package 3 offered by Enigma Designs of R8000.00 along with the Premium plan offered by WordPress of R200.00. This combination of package and pricing plans was chosen as it is the minimum cost MRASA could occur to receive the maximum benefits they wish to acquire for their website.

Implementation Recommendation

To implement this CMS Development, the web development firm, Enigma Designs would need to be contracted for the design of the website. After careful consideration of the two CMS options provided, the team recommends that a CMS such as WordPress is selected as their packages are significantly cheaper than that of Wix. This CMS provides MRASA with a wider variety of features such as Search Engine Optimization in the Business Package as well as a reduced financial cost in comparison to Wix. Although the difference might not be significant, in the case of an NGO, it is imperative that all additional costs are avoided (if able to), regardless of the size of the cost.

As such, the final recommended solution would be that MRASA opts for the CMS package 3 offered by Enigma Designs and selects the Business Package pricing plan offered by WordPress. This amounts to a once off payment of R8 200.00 incurred by MRASA for the development of the website and thereafter, a R200 monthly self-maintenance fees of their upgraded website. This appears to be the most cost-effective solution for MRASA.