

ANNEXURE A

APPOINTMENT OF A SERVICE PROVIDER TO DEVELOP AND IMPLEMENT A PLAN TO DIGITIZE ICASA'S RECORDS

1. Introduction

ICASA has a staff compliment of more than 300 employees, based at its Head Office premises (Centurion, Gauteng) and in eight (8) Regional Offices (i.e. one office per Province). Employees report to the following business units/divisions:

- 1.1. Council (equivalent to a Board);
- 1.2. Office of the CEO;
- 1.3. Finance;
- 1.4. Licensing;
- 1.5. Legal, Risk & CCC;
- 1.6. Engineering & Technology;
- 1.7. Corporate Services;
- 1.8. Policy, Research & Analysis;
- 1.9. Internal Audit;
- 1.10. Human Resources
- 1.11. Regional offices located in;
 - 1.11.1. Gauteng Region located in Centurion (same premises as Head Office);
 - 1.11.2. Free State Region located in Bloemfontein;
 - 1.11.3. KwaZulu Natal Region located in Durban;
 - 1.11.4. Western Cape Region located in Cape Town;
 - 1.11.5. Eastern Cape Region located in Port Elizabeth;
 - 1.11.6. Northern Cape Region located in Kimberley;
 - 1.11.7. Mpumalanga Region located in Nelspruit;
 - 1.11.8. Limpopo Region located in Polokwane;
 - 1.11.9. North West Region located in Mahikeng

2. ICASA Systems

- 2.1. ICASA uses a number of systems to carry out its day to day functions, and they include but are not limited to:

- 2.1.1. EDRMS: an Alfresco system for electronic records management and storage;
- 2.1.2. JDE: for capturing requisitions and invoice payment related transactions
- 2.1.3. CRM: for case management purposes
- 2.1.4. ASMS: for license applications
- 2.1.5. Teammate: to track internal audit findings
- 2.1.6. MS Teams: for online/virtual meeting attendance and supply chain quotations adjudication;
- 2.2. ICASA uses Alfresco EDRMS system as its electronic documents and records management system.
- 2.3. Two hundred and seventy-five (275) employees have licenses to use the system, with the possibility of an increase in these number of employees in future.
- 2.4. The proposed solution should:
 - 2.4.1. support a browser-based approach so that the solution has the ability to be portable to other platforms
 - 2.4.2. have the ability to integrate with Microsoft active directory (for authentication) and Microsoft exchange email system
 - 2.4.3. enable systems integration and application development
 - 2.4.4. be able to store selected metadata overtime, regardless of whether the related record has been archived, deleted or destroyed
 - 2.4.5. allow records, and where applicable aggregations of records, to be classified in accordance with the ICASA's approved file plan
 - 2.4.6. support a hierarchical file plan using folders and Sub-folders. Any limit on the number of folders/ or sub-folders should be specified
 - 2.4.7. provide facilities for linking/cross referencing of related records

3. Purpose

- 3.1. ICASA requires the services of an experienced service provider to digitize and index the organization's documents across all related divisions and to provide comprehensive user training on all the implemented interventions for all levels of employees.

4. Scope of work/Deliverables

4.1. The services include but not limited to:

- 4.1.1. Convert the original paper document into electronic/digital format using effective, cost efficient, and technologically advanced document digitization solution, there are approximately five (5) million hard copy pages to be digitized.
- 4.1.2. Document digitization services, includes but not limited to the following: Scanning, indexing, unfastening and refastening (in cases of staple wires, clips etc.) to be determine by
- 4.1.3. ICASA, will provide an 8 hrs. x 5 days a week for the service provider within the premises
- 4.1.4. The service provider is expected to bring their own resources, including:
 - 4.1.3.1 All the required hardware, software, and supporting equipment (scanners, computers, printers etc.)
 - 4.1.3.2 The required personnel/staff
 - 4.1.3.3 Document preparation, unbinding, scanning and rebinding must be done within ICASA premises. The rest of the process may be done at service provider's premises within stipulated timeframe
- 4.1.5. Records to be digitized are at head office, in labelled archival boxes and in the library shelves.
- 4.1.6. The digitized documents must be able to integrate with the existing document management system of ICASA, Alfresco.
- 4.1.7. Development of a digitization plan for ICASA's records.
- 4.1.8. Implementation of a digitization plan;
- 4.1.9. Integration of the proposed plan to ICASA's operations and processes.
- 4.1.10. Service provider shall provide technical personnel for the document digitization project.
- 4.1.11. Development/creation of an employee value proposition and implement a change management programme.

- 4.1.12. Maintenance and support during the implementation of the plan/project.
- 4.1.13. Provide enhancements and/or upgrades to integrate the proposed solution to ICASA's existing systems;
- 4.1.14. To digitize ICASA's records for a period of five (5) years
- 4.2. The proposed solution must meet the general, functional, technical, and service requirements as detailed above.
- 4.3. The proposed solution must preferably be a turnkey with
 - 4.3.1. Comprehensive business analysis: assessment, solution design, consultation, configuration and optimization aimed at developing a plan to digitize ICASA's records;
 - 4.3.2. Project management: solution roll-out: services, which includes development, deployment/implementation;
 - 4.3.3. Systems configuration and integration management
 - 4.3.4. solution acquisition: acquisition of back-end infrastructure (software and hardware) and any associated end user devices, if not already owned by ICASA
 - 4.3.5. maintenance and support,
 - 4.3.6. Provide a comprehensive training for the technical personnel that will be assigned by ICASA to ensure continuity of operation, maintenance and proper technology transfer,
 - 4.3.7. Consumables (where applicable),
 - 4.3.8. Repair (where applicable),
- 4.4. The proposed solution must include but not limited to the following:
 - 4.4.1. Prioritizing areas of the business that will benefit from digitization.
 - 4.4.2. Developing a framework for digitizing ICASA's records, giving ICASA a clear implementation or modernization roadmap.
- 4.5. The proposed solution should
 - 4.5.1. be concise and address the aspects of digitizing ICASA records in relation to the developed framework.
 - 4.5.2. meet legal, regulatory, and ICASA's business and administrative requirements.
 - 4.5.3. ensured that digitized records have the required degree of authenticity, integrity, accuracy and usability.

- 4.6. The service provider must be prepared to work with other contracted service providers, as the Authority strives towards digital transformation - a coordinated approach to records management.
- 4.7. Service providers must respond to each requirement by responding with a narrative description providing enough detail to fully understand the proposed solution.
- 4.8. Provide diagrams and screen shots, where applicable, which will aid in understanding.

5. Security

- 5.1. Put in place security measures and controls to secure ICASA's digitized records and any other digital content.
- 5.2. User access management: restrict and grant access to authorized users only and monitor changes to data/digital records;
- 5.3. The service provider must provide the details of how to implement the security measures to provide for the security of the system and its integrity.

6. Reporting

- 6.1. The solution should allow for compilation of reports which includes but not limited to:
 - 6.1.1. according to management and business users who may seek to interpret the information based on their requirements.
 - 6.1.2. allow for a scheduler to allow for setup of reports with automatic generation.
 - 6.1.3. Schedule management dashboards.
 - 6.1.4. automated escalation reporting to management
 - 6.1.5. Reporting on digital records access, compliance and risk aspect.
 - 6.1.6. Producing various reports relating to types of content, document types and periods.
 - 6.1.7. Enabling the user to create interactive reports such as pie charts, bar charts, bubble charts, line charts etc.
 - 6.1.8. Automating usage reports.
 - 6.1.9. Enabling generation of audit log reports

7. General Requirements

- 7.1. All custom-built applications developed will remain the property of ICASA and all source code is to be provided to ICASA upon release of any application or new version.
- 7.2. The service provider will be responsible for:
 - 7.2.1. Allocation and review of different user groups to folders and structures in the digital records repository.
 - 7.2.2. Generation of unique identifier for archived records and content.
 - 7.2.3. Tracking and monitoring of archived digital records.
 - 7.2.4. Develop user manuals, where applicable.
- 7.3. The proposed solution should support all commonly used file formats like OFFICE, PDF, TIFF, JPEG, GIF, BMP, etc. and all types of content including HTML and XML, graphics, multimedia, other types of rich media, and traditional documents created with desktop applications.
- 7.4. The proposed solution must prevent the destruction or deletion of electronic records and associated metadata at all times except as provided by ICASA's approved retention and disposal schedule.
- 7.5. The proposed solution must draw together all elements of metadata to create a metadata profile for an electronic record or aggregation of electronic records.

8. Outputs

The methodology must relate to the proposed scope of work and take into account the new ways of working associated with the 4th Industrial Revolution (4IR). Some of the outputs should include but not limited to:

- 8.1.1. Long term preservation of records with archival value;
- 8.1.2. Access to historical data;
- 8.1.3. Improved operational efficiency and ease of access to information;
- 8.1.4. Easy access to digitized records for employees;
- 8.1.5. Creation of digital institutional memory;
- 8.1.6. Consolidated and integrated routing of documents and other forms/information to individual employees and/or group of employees and for approval, taking into consideration the various systems ICASA uses for its day-to-day functions;

- 8.1.7. Reduce or eliminate paper flow and storage throughout ICASA;
- 8.1.8. Optimize records and documents flow throughout ICASA;
- 8.1.9. Preserve document confidentiality and integrity;
- 8.1.10. Minimize instances of lost or misplaced documents;
- 8.1.11. Maintain consistency in filing and storing official records and documents;
- 8.1.12. Save on physical and electronic storage space;
- 8.1.13. Improve organizational productivity

9. Maintenance and Support for the System

The service provider shall offer a maintenance service plan that includes:

- 9.1. **Normal Maintenance** for problems that do not affect the overall performance of the proposed solution, but still require attention. The service provider shall provide its response times under *Normal Maintenance*. Maximum response time under *Normal Maintenance* is ***not to exceed two business days from the time the complaint is received.***
- 9.2. **Critical Maintenance** for problems that jeopardize or degrade any part of the proposed solution. The service provider's maximum physical on site response is ***two (2) hours, on a twenty – four (24) hour basis, to include weekends and holidays. For an outage event, remote support shall be addressing the issue within 10 minutes.***
- 9.3. The service provider shall be responsible for providing ICASA's Head Office (Gauteng) and each Regional Office (one in each of 8 other Provinces) with methods of contacting the appointed service provider during business and after hours.
- 9.4. The service provider shall provide certified technicians to provide all services on the proposed solution.
- 9.5. The physical location of the closest service technicians and their back up to ICASA's Head Office (Gauteng) and Regional Offices (office in each of 8 other Provinces) must be specified.
- 9.6. ICASA prefer a solution that includes the bidding service provider providing the following:
 - 9.6.1. Physical onsite and remote support of the system;
 - 9.6.2. Five (5) years of software upgrades to the system;

- 9.6.3. Five (5) years of all hardware support and all hardware replacement for defects, failure, or needed upgrades to maintain superior performance of the system.
- 9.7. Version upgrades, fixes, and maintenance to any proposed software and hardware shall only be applied after tested in a production environment.
- 9.8. The service provider shall be responsible for systematically deploying upgrades, fixes, and maintenance.
- 9.9. Each fix, change, upgrade, must have the ability to roll back to previous operating conditions if problems arise.
- 9.10. Maintenance services on software must include all windows updates, patches, antivirus software upgrades, and software updates by the bidding service provider.
- 9.11. The service provider shall provide an interactive incident management system that allows ICASA to monitor progress on open tickets and track work performed toward resolution.
- 9.12. All changes on the proposed solution require a detailed method of procedure to be provided to ICASA for review and authorization prior to work being performed

10. Change management

ICASA should take advantage of opportunities that emerging digital technologies provide, which includes the digitization of ICASA's records, whereby records will be converted into digital format. These digital technologies have become necessary disruptions requiring ICASA to change its work culture, values, business model, structures, methods and ways of working etc.

- 10.1. As part of the proposed solution, the service provider must develop/create and employee value proposition and implement a change management programme.
- 10.2. A comprehensive and holistic change management approach is required to successfully implement the proposed solution.
- 10.3. The service provider is expected to work on a number of initiatives which include but not limited to the following:
 - 10.3.1. After consultation with ICASA's divisions/employees/stakeholders at all levels of the organisation, develop a change management

programme with appropriate and associated processes and initiatives.

- 10.3.2. Creating awareness of why there is a need for change – i.e. rationale for change, what the role of divisions/individual employees are in the process, how to own the change, have full understanding of what we are working towards as a new strategy including the associated work practices, and what it means for ICASA.
- 10.3.3. Identification and implementation of innovative change management initiatives to promote efficient and effective interaction and engagement of divisions, executives, management and employees.
- 10.3.4. Development and facilitation of a programme for the various divisions/groups/employees to understand their roles in the change management process, such develop a leadership development plan to improve the internal change management capabilities at executive and management level.
- 10.3.5. Ensure the change management process responds the change drivers based on the scope of work.

11. Change management outcomes

- 11.1. The service provider is expected to:
 - 11.1.1. Provide an “AS IS” report demonstrating an understanding of the current state at ICASA covering all programmes and locations and provide a detailed work plan that is a “TO BE” or “IDEAL” state including objectives, timelines and change indicators.
 - 11.1.2. Develop a comprehensive and holistic time bound change management programme, and detailed work breakdown structure (WBS).
 - 11.1.3. Recommend and coordinate appropriate implementation structures to ensure successful implementation of the different culture change initiatives.
 - 11.1.4. Have a continuous monitoring and evaluation mechanism in place to monitor progress of every aspect of the change.
 - 11.1.5. Develop participatory/coaching manuals.

- 11.1.6. Report non-compliance or deviation from programme and/or plans immediately.
- 11.1.7. Make recommendations for continuous improvement on delivery of interventions.
- 11.1.8. Provide monthly/quarterly progress reports to ICASA
- 11.2. With this background and all the opportunities/changes as mentioned under the scope of work, the service provider is expected to provide a proposal detailing how will you use effective methodologies to ensure these changes are implemented, communicated and managed effectively.
- 11.3. The service provide must clearly specify, through a project plan, how long the change management facilitation process is envisaged to be completed from date of appointment.

12. Mandatory Requirements

- 12.1 The service provider must have a Microsoft Gold Level Partner Status.
- 12.2 The SP should have a minimum of three years conducting projects of a similar nature

13. Technical Skills and Competency

- 13.1 The service provider is competent in data migration and data integration across different systems. The service provider must also be competent in report writing.
- 13.2 Skills transfer and capacity building during the project must be given a priority to ensure the skills of the internal resources are increased through the delivery of the solution.

14. Briefing Session

- 14.1 There will be a compulsory virtual briefing session on teams

15. Bid evaluation

- 15.1 The bid will be advertised for 21 calendar days in the ICASA web site and the e Tender portal
- 15.2 The bid will be evaluated on an 80/20 principle

16. Evaluation Criteria

FUNCTIONALITY EVALUATION		WEIGHTS
1. METHODOLOGY		50 (WEIGHT)
The methodology covers:		
1.1. Proposal which includes implementation plan with clear, SMART timelines on: 1.1.1. Business analysis and related outcomes; 1.1.2. Implementation/roll-out plan; 1.1.3. Systems configuration and integration management 1.1.4. Change management; 1.1.5. Training; 1.1.6. Maintenance and support; 1.1.7. Reporting		= 5
1.2. Proposal which includes implementation plan with clear, SMART timelines on: 1.2.1. Business analysis and related outcomes; 1.2.2. Implementation/roll-out plan; 1.2.3. Systems configuration and integration management 1.2.4. Change management; 1.2.5. Maintenance and support; 1.2.6. Reporting		= 4
1.3. Proposal which includes implementation plan with clear, SMART timelines on: 1.3.1. Business analysis and related outcomes; 1.3.2. Implementation/roll-out plan; 1.3.3. Systems configuration and integration management 1.3.4. Change management; 1.3.5. Maintenance and support;		= 3
The proposal meets any two (2) of the above-mentioned requirements		= 2
Irrelevant/no submission/The proposal meets only (1) of the above-mentioned requirements		= 1
2. PERSONNEL		35 (WEIGHT)
The following skills are required for the digitization: indexing, document scanning/imaging, technical skills, document filing etc The service provider has:		
2.1. Attached the relevant structure and composition of their team i.e. the main disciplines involved, the key staff member/expert responsible for each discipline, and the proposed technical and support staff and site staff, together with names of second choice alternate personnel; 2.2. Attached key technical staff members' (software technicians) with relevant NQF6 or higher qualification(s) or equivalent, professional registration/membership, experience (previous and current occupation; 2.3. Included CV's of the key staff members that will be fully dedicated to this project; 2.4. The key personnel being the project manager/director must have a minimum of 5 years' experience or more in managing projects of similar nature 2.5. The operational personnel should have a minimum of 4 years experience		= 5
2.1. Attached the relevant structure and composition of their team i.e. the main disciplines involved, the key staff member/expert responsible for each discipline, and the proposed technical and support staff and site staff, together with names of second choice alternate personnel; 2.2. Attached key technical staff members' relevant NQF5 or equivalent, professional registration/membership, experience (previous and current occupation; 2.3. Included CV's of the key staff members that will be fully dedicated to this project; 2.4. A project manager must have a minimum of 4 years' experience or more in managing projects of similar nature 2.5. The operational personnel should have a minimum of 3 years experience		= 4

2.1. Attached the relevant structure and composition of their team i.e. the main disciplines involved, the key staff member/expert responsible for each discipline, and the proposed technical and support staff and site staff, together with names of second choice alternate personnel;	= 3	
2.2. Attached key technical staff members' relevant NQF4 qualification(s) or equivalent,		
2.3. Included CV's of the key staff members that will be fully dedicated to this project;		
2.4. A project manager must have a minimum of 3 years' experience or more in managing projects of similar nature		
2.5 The operational personnel should have a minimum of 2 years' experience		
The proposal meets any two (2) of the above-mentioned requirements	= 2	
Irrelevant/no submission/The proposal meets only (1) of the above-mentioned requirements	= 1	
2. REFERENCES	15 (WEIGHT)	
1. Provided references <i>in company letterhead</i> , where service provider rendered <i>projects of similar nature</i> . Reference letters, not older than 5 years, must be on a letterhead of the client, must be addressed to the service provider who was awarded the contract and must include the tender/order number, the contract amount, period of contract, volume of work digitized and the contact details of the person.		
2.1.1. Five (5) or more references provided;	= 5	
2.1.2. Four (4) references provided;	= 4	
2.1.3. Three (3) references provided;	= 3	
2.1.4. Two (2) or less references provided;	= 2	
2.1.5. Irrelevant/no reference(s) provided	= 1	
Total:	100	
Threshold	70	

17. Price Schedule

No	Description	Once-off	Monthly	Year 1	Year 2	Year 3	Year 4	Year 5
		<i>All quoted costs must be VAT inclusive</i>						
1	Business analysis							
1	Systems set-up, configuration & integration management							
2	Installation, commissioning, testing & handover							
3	Change management							
4	Training							
5	Software, including licensing							
6	Hardware (if any)							
7	Maintenance & support							
8	Consumables							
9	Other costs (specify)							
	Total Bid Costs <i>(over a 5-year period)</i>							