

ANNEXURE A

A BID TO APPOINT A SUITABLY QUALIFIED SERVICE PROVIDER TO ASSIST IN THE CONSULTATION, DESIGN AND IMPLEMENTATION OF AN EMPLOYEE ENGAGEMENT MEASURE THROUGH SURVEYS FOR ICASA FOR A PERIOD OF THREE (3) YEARS

The Independent Communications Authority of South Africa (ICASA) invites suitable service providers to submit proposals based on the technical requirements specified within the terms of reference of this bid, for a period of three (3) years.

1. Terms of Reference

The need for Employee Engagement Survey

ICASA recognises that employees are one of its most significant investments. The Human Resources (HR) Strategy is designed to acknowledge and reinforce this assertion. This strategy aims to support the corporate business plan by giving employees the skills and knowledge they need to function to the best of their ability, and by providing appropriate rewards for successful performance. This would ultimately drive employee engagement through the key areas of recognising and rewarding employees, developing leaders and talent, investing in employee development, recruiting and retaining talent and fostering a healthy and well organisation. The purpose of this strategy is to define the direction and intent of HR goals in a manner that will assist the achievement of the Authority's vision, mission and strategic objectives in both the short and long-term.

ICASA invites proposals from qualified individuals or organisations to assist in the consultation, design and implementation of an employee engagement measure through surveys.

The survey data will measure employee engagement, identify specific drivers of employee engagement at ICASA, provide flexibility to report results through team

lenses, provide actionable results and supporting tools to create an environment that empowers employees to be responsive and engaged in the results.

The engagement survey results will provide future comparisons to measure and drive improvements and changes in engagement and organisation culture. This will inform, develop and action a roadmap through the HR strategy. The successful bidder will partner with ICASA in determining final survey requirements, interpreting results, and may be required to participate in presentations to leadership and employees. It is ICASA's intent to conduct surveys annually over a period of three (3) years. The successful bidder will be required to conduct periodic surveys throughout that time frame to ensure actions are having the desired impact.

The Authority has a workforce of +/- 400 employees, that are situated in the Head Office being in Centurion, Gauteng, and the eight (8) other provinces in South Africa

Objectives of the Assignment

The purpose of the employee engagement survey will be to benchmark and monitor employee attitudes and commitment levels towards the organisation, leadership, their roles, and the different stakeholders they serve. To find out the factors that drive employees to perform their best.

Scope of the Assignment

The survey consultation and design parameters will include, but not limited to, the following items:

- Provide an online platform for participation;
- Provide ease of administration, with reliable, valid reporting of results that are reasonable to interpret and communicate;
- Allows for timeous final results to ICASA, with the ability to monitor survey progress during open survey timeframe;
- Promotes a high participation rate with an effective communication strategy, and with questions that are designed to support ease of

understanding and completion. Survey completion should not be more than 30 minutes with consideration to the number of questions, language and formatting;

- Ensures the design has a high level of validity and is statistically sound with questions that are based on proven research;
- Allows for flexibility with the potential for management to provide input on the selection of questions, and the potential to add questions;
- Ensures strictest confidentiality and anonymity;
- Provides relevant benchmark comparisons and flexible reporting to consider the data results by Divisions and the organisation;
- Ensures sustainability and flexibility with the ability to repeat the organisation wide survey, and conduct multiple check surveys, to monitor progress and effectiveness of action items;
- Summarises and interprets results and provides recommendations to drive engagement at ICASA; and
- Identifies the drivers of employee engagement to enable a focused approach action plan based on measured results and provides follow up tools and supports to implement action plans effectively.

Output/Deliverables

The successful bidder will be expected to work closely with ICASA stakeholders and provide the following deliverables:

- Consult, develop, and customise a survey for the management's approval;
- Implement and host an electronic survey with data stored in the cloud, and provide soft copies as required;
- Recommend leading practices in employee engagement, and provide communication strategy support for a pre, during and post survey period to successfully reach targeted survey participation rates;
- Demonstrate proven ability for comparative analysis with relevant industry sectors, and a tabulation method that is statistically relevant;
- Generate flexible reports based on findings at the organisational and divisional level (taking anonymity of sufficient numbers into account);
- Present results to key stakeholders and leadership as required;

- Provide post survey support with consultation and interpretation of results as well as support tools, templates, and resources to effectively action engagement results; and
- To ensure confidentiality and security of the surveys and survey data throughout the implementation, assessment and delivery of results, and in accordance with all privacy laws.

2. Period of Assignment

The service provider will be appointed for a period of three (3) years.

3. Functionality Evaluation

The bid will be evaluated in three (3) phases as outlined below:

Phase 1: Administrative Compliance

Phase 2: Functional evaluation (Only service providers who meet the cut-off score of **70 points** out of 100 points will be considered further for price and specific evaluation).

Phase 3: Price and Specific Goals Evaluation

Phase 1: Administrative Compliance

Bidders must ensure that they complete and sign documents as indicated below, and the documents must be submitted as part of the bid document.

- SBD 1 – Invitation to Bid
- SBD 2 - Tax Clearance Certificate Requirements
- SBD 3.1 - Pricing schedule
- SBD 4 - Declaration of Interest
- SBD 5- The National Industrial Participation Programme
- SDB 6.1 - Preference Points claim form
- SBD 7.1 – Contract form (rendering of services)
- SBD 8 – Declaration of Bidder's Past Supply Chain Management Practices
- SBD 9 – Certificate of Independent Bid Determination
- Declaration in terms of Fronting

Phase 2: Functional evaluation

Functional evaluation of the bid will be done in terms of the criteria as stated in the table below. Bidders should take note of the Criterion, Weighting & Scoring when responding to this bid.

FUNCTIONALITY EVALUATION		WEIGHTS
1. METHODOLOGY		25 (WEIGHT)
Demonstrate knowledge and expertise in employee engagement surveys by providing a detailed methodology/approach outlining the different phases with regards to conducting an employee engagement survey:		
A) Questionnaire design B) Establishing the measurement scale properties C) Testing the validity and reliability of the instrument D) Administration of electronic surveys E) Data analysis F) Reporting on findings (sample report to be provided) G) Proposed recommendations.		
Methodology includes information on all the phases listed above (A-G)		= 5
Methodology does not include all the phases on (A -G) listed above or no submission		= 1
2. DETAILED PROJECT PLAN WITH SPECIFIC TIME FRAMES		20 (WEIGHT)
The proposed project plan is detailed and specifies the time frames for all the design elements listed below:		
A) Pre-survey B) Administering the survey, C) Interventions identified D) Post-survey.		
Project plan includes information on all the design elements listed above (A-D)		= 5
Project plan does not include all the design elements on (A -D) listed above or no submission of project plan		= 1
3. CLIENT DETAILED LIST		15 (WEIGHT)
Bidder must provide a detailed list of employee engagement survey projects completed in the last eight years at other organisations. The list outlines the clients' name, contact details, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients. (Clients listed to be contacted by ICASA)		

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The bidder submitted detailed list of five (5) organisations where employee engagement surveys were conducted. The list outlines the clients' name, contact details, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients.	= 5
The bidder submitted detailed list of four (4) organisations where employee engagement surveys were conducted. The list outlines the clients' name, contact details, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients.	= 4
The bidder submitted detailed list of three (3) organisations where employee engagement surveys were conducted. The list outlines the clients' name, contact details, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients.	= 3
The bidder submitted detailed list of two (2) organisations where employee engagement surveys were conducted. The list outlines the clients' name, contact details, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients.	= 2
- The bidder submitted information of one (1) organisation where an employee engagement survey was conducted. The list outlines the client's name, contact details, objectives of the project, outcomes of the project and success stories in terms of implementing initiatives that lead to improved performance within the workforce of that client. - The organisations listed in the bidder's submission do not detail employee engagement surveys conducted; and/or the list does not outline the clients' name, contact details, objectives of the projects, outcomes of the projects and success stories in terms of implementing initiatives that lead to improved performance within the workforces of those clients. - The bidder has not provided client detailed list.	= 1

4. SERVICE PROVIDER'S YEARS OF EXPERIENCE

15 (WEIGHT)

Number of years' experience in hosting and administering employee engagement surveys via an online platform. (Please attached a SAPS Affidavit declaring company's years of experience in delivering these services). No points will be allocated if the SAPS Affidavit is not submitted.	
Eight (8) or more years of experience in hosting and administering employee engagement surveys via an online platform	= 5
Seven (7) years of experience in hosting and administering employee engagement surveys via an online platform	= 4
Six (6) years of experience in hosting and administering employee engagement surveys via an online platform	= 3
Less than Six (6) years of experience in hosting and administering employee engagement surveys via an online platform.	= 2
No experience in hosting and administering employee engagement surveys via an online platform	= 1

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5. EXPERIENCE OF THE ALLOCATED RESOURCES FOR THIS ASSIGNMENT

15 (WEIGHT)

CV of the key project support personnel. Key information to be provided includes number of years of experience in providing consultative services with regards to the design and implementation of online employee engagement surveys. For evaluation purposes, if the bidder submits more than one CV, the score allocated for this criterion will be based on the key personnel member with the highest number of years of relevant experience.	
Number of Years' Experience	
• Eight (8) years of experience in providing consultative services with regards to the design and implementation of online employee engagement surveys.	= 5
• Seven (7) years of experience in providing consultative services with regards to the design and implementation of online employee engagement surveys.	= 4
• Six (6) years of experience in providing consultative services with regards to the design and implementation of online employee engagement surveys.	= 3
• Less than Six (6) years of experience in providing consultative services with regards to the design and implementation of online employee engagement surveys.	= 2
• No experience in providing consultative services with regards to the design and implementation of online employee engagement surveys.	= 1
• CV not submitted.	

6. REFERENCES

10 (WEIGHT)

Bidder must submit signed verifiable reference letters for which for employee engagement survey assignments were undertaken during the past five (5) years. (References to be contacted by ICASA)	
This shall include the following information:	
a) Client name; b) Contact name and telephone number; c) Successful completion date of the project; and d) Detailed description of services delivered.	
Reference Letters must be submitted on a letterhead of the previous client.	
Five (5) or more references provided.	= 5
Four (4) references provided.	= 4
Three (3) references provided.	= 3
Two (2) references provided.	= 2
One (1) or none references provided.	= 1

Total:

100

Only service providers who meet the cut-off score of **70 points** out of 100 points will be considered further for price and specific evaluation

Phase 3: Price and Specific Goals Evaluation

Bidders who comply with the requirements of this bid will be evaluated according to the preference point scoring system as determined in the Preferential Procurement Regulations, 2022 pertaining to the Preferential Procurement Policy Framework Act, Act No 5 of 2000.

The maximum points for this bid are allocated as follows:

No	Category	Weight
A.	Price	80
B.	Specific goals	20
	TOTAL	100