



## **Independent Communications Authority of South Africa**

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### **APPOINTMENT OF A SUITABLY QUALIFIED SERVICE PROVIDER TO ASSIST IN THE CONSULTATION, DESIGN AND IMPLEMENTATION OF MEASURING EMPLOYEE ENGAGEMENT THROUGH SURVEYS FOR ICASA FOR A PERIOD OF THREE (3) YEARS ON AN 80/20 PPPFA 2000, PREFERENTIAL PROCUREMENT REGULATION: 2017.**

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#### **1. Background**

The Independent Communications Authority of South Africa (ICASA) is the official regulator of the South African communications, broadcasting and postal services sectors. ICASA develops regulations for these sectors, issue licences to telecommunications and broadcasting service providers, monitor licensee compliance with rules and regulations, plan and manage the radio frequency spectrum, and protect consumers against unfair business practices and poor-quality services. Everything that ICASA does is aimed at ensuring that all people in South Africa have access to basic communication services at affordable prices.

#### **Vision**

An inclusive digital society.

#### **Mission**

To ensure that all South Africans have access to a wide range of high-quality communication services at affordable prices.

#### **Values**

All ICASA's regulatory activities are centred around five core values: innovation, collaboration, accountability, and being results-driven and stakeholder-centric.

### **Innovation**

ICASA has the willingness and ability to generate viable, new approaches and solutions. ICASA finds different and better ways of applying best solutions to meet stakeholder needs.

### **Collaboration**

ICASA eradicates silos by developing a conscious mindset that aligns its work with organisational vision and strategy. ICASA creates synergies internally to fast-track organisational performance.

### **Accountability**

ICASA executes its daily work in a proactive manner. ICASA stake full responsibility for the work that it does in collaboration with others.

### **Results-Driven**

ICASA achieves high-quality results that are consistent with organisational standards. ICASA does goal-specific performance assessments and identify areas of improvement.

### **Stakeholder-Centric**

ICASA carries out its duties with the stakeholder in mind. Stakeholders are central to what ICASA does and ICASA welcomes their feedback for a consistent and effective partnership.

## **2. Scope of Work**

Attached are the terms of reference to appoint a suitably qualified service provider to provide ICASA with consultancy services for employee engagement surveys.

## **3. Briefing Session**

There will be a non-compulsory virtual briefing session.

## **ANNEXURE A**

### **A BID TO APPOINT A SUITABLY QUALIFIED SERVICE PROVIDER TO ASSIST IN THE CONSULTATION, DESIGN AND IMPLEMENTATION OF MEASURING EMPLOYEE ENGAGEMENT THROUGH SURVEYS CONDUCT THE PSYCHOMETRIC AND COMPETENCY ASSESSMENTS 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 Satisfaction Survey**

ICASA recognises that staff is 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 staff 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 measuring employee engagement 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, and provide actionable results and supporting tools to create an environment that empowers and employees to be responsive and engaged in the results.

The engagement survey results will provide a new baseline for future comparisons, particularly over the next three (3) years, to measure and drive improvements and changes in engagement and organisation culture, and to inform and further 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 staff. Following the baseline survey, it is ICASA's intent to survey again to measure progress in two (2) years and will also require the ability to conduct periodic surveys throughout that time frame to ensure actions are having the desired impact.

The Authority has a workforce of 355 staff, that are situated in all nine (9) provinces of South Africa and the Head Office being in Centurion, Gauteng.

### **Objectives of the Assignment**

The purpose of the employee engagement survey will be to benchmark and monitor employee attitudes and commitment level 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:

- Provides multiple methods for participation;
- Provide ease of administration, with reliable, valid reporting of results that are reasonable to interpret and communicate;

- Allows for timely 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 be not 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 to action plan based on measured results and provides follow up tools and supports to implement action plans effectively.

### **Output/Deliverables**

The successful proponent 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 hard copies as required;
- Recommend leading practices in employee engagement, and provide communication strategy supports for a pre, during and post survey time periods to successfully reach targeted survey participation rates;

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- 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**

Bidders will be evaluated for the submission of the required documents, functionality and on price/BBBEE Evaluation of the required expertise. Only service providers who meet the cut-off score of **70** points out of 100 points will be considered further for price evaluation. All bid proposals submitted will be evaluated in accordance with the 80/20 procurement principle.

No	Functionality Evaluation	Weights
1.	(a) Understanding of the project and scope of work; (b) Methodologies and approach to be adopted to conduct successful surveys; (c) Detailed work plan with time frames for the overall project, a three (3) year period ; (d) Verifiable track record and experience in conducting employee satisfaction survey successfully in the last	60

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	<p>five (5) years;</p> <p>(e) Organisational capacity and access to resources systems; and</p> <p>(f) capacity to provide the services in all Nine (9) provinces of South Africa.</p> <p style="text-align: center;"><b>= 5</b></p> <p>(g) Understanding of the project and scope of work;</p> <p>(h) Methodologies and approach to be adopted to conduct successful surveys;</p> <p>(i) Detailed work plan with time frames for the overall project, a three (3) year period ;</p> <p>(j) Verifiable track record and experience in conducting employee satisfaction survey successfully in the last five (5) years;</p> <p>(k) Organisational capacity and access to resources systems; and</p> <p>(l) capacity to provide the services in eight (8) provinces of South Africa.</p> <p style="text-align: center;"><b>= 4</b></p> <p>(a) Understanding of the project and scope of work;</p> <p>(b) Methodologies and approach to be adopted to conduct successful surveys;</p> <p>(c) Detailed work plan with time frames for the overall project, a three (3) year period ;</p> <p>(d) Verifiable track record and experience in conducting employee satisfaction survey successfully in the last</p>	
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	<p>five (5) years;</p> <p>(e) Organisational capacity and access to resources systems; and</p> <p>(f) capacity to provide the services in seven (7) provinces of South Africa.</p> <p style="text-align: center;"><b>= 3</b></p> <p>(a) Understanding of the project and scope of work;</p> <p>(b) No methodologies or approach to be adopted to conduct successful surveys;</p> <p>(c) No detailed work plan with time frames for the overall project, a three (3) year period ;</p> <p>(d) Verifiable track record and experience in conducting employee satisfaction survey successfully in the last five (5) years;</p> <p>(e) Organisational capacity and access to resources systems; and</p> <p>(f) capacity to provide the services in six (6) provinces of South Africa.</p> <p style="text-align: center;"><b>= 2</b></p> <p>(a) Understanding of the project and scope of work;</p> <p>(b) No methodologies or approach to be adopted to conduct successful surveys;</p> <p>(c) No detailed work plan with time frames for the overall project, a three (3) year period ;</p> <p>(d) Verifiable track record and experience in conducting</p>	
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	<p>employee satisfaction survey successfully in the last five (5) years;</p> <p>(e) Organisational capacity and access to resources systems; and</p> <p>(f) capacity to provide the services in five (5) or less provinces of South Africa.</p> <p style="text-align: center;"><b>= 1</b></p>	
<p><b>2.</b></p>	<p><b>Qualifications and experience of the allocated resources for the assignment</b></p> <p>Provide certified copies (not older than three (3) months) of proof qualifications.</p> <ul style="list-style-type: none"> <li>• Minimum of 10 years' experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys <b>= 5</b></li> <li>• Minimum of 8 years' experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys <b>= 4</b></li> <li>• Minimum of 5 years' experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys <b>= 3</b></li> <li>• Minimum of 3 years' experience in providing consultative services with regards to the design and implementation of measurable employee engagement surveys <b>= 2</b></li> <li>• Minimum of 1 year' experience in providing consultative services with regards to the design and implementation of measurable employee</li> </ul>	<p style="text-align: center;"><b>20</b></p>

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	<p>engagement surveys = <b>1</b></p> <p><b>NB: Please attach CV and qualifications of the allocated resources</b></p>	
<b>3.</b>	<p>Reference letters/confirmation letters for which similar assignments were undertaken during the past five (5) years. This shall include the following information:</p> <p>(a) Client name;</p> <p>(b) Contact name and telephone number;</p> <p>(c) Successful completion date of the project; and</p> <p>(d) Detailed description of services delivered.</p> <p><b>Reference Letters must be submitted on a letterhead of the client.</b></p> <p>No references provided = <b>1</b></p> <p>One (1) reference provided = <b>2</b></p> <p>Two (2) references provided = <b>3</b></p> <p>Three (3) references provided = <b>4</b></p> <p>Four (4) references provided = <b>5</b></p>	<b>20</b>
	<b>TOTAL FOR FUNCTIONAL PRE-QUALIFICATION CRITERIA.</b>	<b>100</b>