



## **COMPETITIVE TENDER 911/17: PROVISION OF CULTURE CHANGE SURVEY.**

### **1. SCOPE OF TENDER**

TelOne is currently implementing a Culture Change programme to aid the successful execution of the Business Transformation Strategy that it is pursuing. The Culture Change Management Programme is in motion, and annual surveys have been carried out with their results produced and published to management and staff.

In ensuring successful adoption of the defined Culture it is imperative to monitor the progress of TelOne Culture Change Management Programme. The aim of the programme is to provide a roadmap on how TelOne should continuously transform from its current culture to the desired culture.

Increased competition in the telecommunications sector requires a uniform embedded desired culture that entails teamwork, efficiency and professionalism.

### **Terms of Reference**

The Human Resources Consultant should:

1. Provide a Roadmap on how they will conduct the Culture Change survey.
2. Provide a Comparative Culture Change Survey which measures the Culture, Employee Engagement and Change Readiness of all managers and employees, using defined parameters which may include Age, Division, Demographics, Qualifications and Skills set in the Fourth Quarter of 2017.
3. Produce and present the survey report by 31 December 2017. The report should contain among other things
  - a. How to effectively communicate the survey results to staff and management.
  - b. Strategies and recommendations to address concerns and areas of dissatisfaction
  - c. A detailed Plan of Action and Way Forward for TelOne.

### **Scheduled Dates for the Culture Change Survey**

- i. The Culture Change survey is to commence on 01 November 2017
- ii. The Comparative Culture Survey and Engagement Survey is scheduled to be held in the Fourth Quarter of 2017

Produce and present the survey report by 31 December 2017

### **Service provides should meet the following specifications**

1. *While TelOne will provide venues for the surveys, supplier has to make own accommodation arrangements and own transport to the various venues.*
2. *Give an outline of their understanding of Culture Change survey.*
3. *Provide qualification and experience detail of their key facilitators.*
4. *Provide a detailed survey content document outlining deliverables.*
5. *Provide capacity to conduct survey in Harare, Mutare, Masvingo, Gweru and Bulawayo.*
6. *Should provide proof of similar survey to at least three local corporates.*
7. *Provide a stated Bid Price.*
8. *Delivery Period to be stated.*
9. *Payment terms shall be within 60 days from the date of Invoice upon complete delivery.*

## **2 INSTRUCTIONS TO TENDERERS**

It is important that **Consultancy Services** providers should, in their own interest, carefully study and closely follow the general instructions together with any separate directions issued concerning the submission of the Tender. The submission of a Tender will be regarded as signifying acceptance by the bidder of the instruction and any special conditions that may have been imposed.

## **3. PRICE SCHEDULE**

- a) The bidder shall quote the full price, unit price and total price per item including taxes stated separately.
- b) *Prices to be quoted in United States Dollars.*

## **4. FINANCIAL TERMS**

Payment for services rendered shall be on a 30 days open account.

## 5. **SPECIFICATIONS**

*While specifications of this tender are provided in the respective clauses herein it is expected that participating bidders shall have at least ten years professional experience in the Culture Change & Employee engagement Consultancy Services in the services sector and preferably in the Information Communications Technology industry. In addition to the scope of tender in clause 1.0 various clauses specifying the tender requirements checklist specifications are provided in clause 9 under evaluation criteria to which bidders need to pay attention.*

## 6. **TAX CLEARANCE CERTIFICATE**

Bidders are requested to submit together with their bids, current tax clearance certificates from Zimbabwe Revenue Authority.

## 7. **TRADE REFERENCES**

Bidders **must** submit together with their bids, **at least three written** trade references for similar work covered and successfully completed projects. (While three references shall be acceptable to 50% score, more scores shall be awarded for references in excess of three).

## 8. **PERIOD OF VALIDITY OF TENDER**

Bids shall be valid for a period of 60 days from the closing date of the tender. **Bidders are strictly required to state their bid validity period or indicate whether they comply with the specified 60 days bid validity period.** No tender shall be withdrawn or revised within a period of 60 days from closing date of the tender.

## 9.0 **EVALUATION CRITERIA**

Evaluation shall be done in three stages, namely Preliminary, Technical and Financial. Only bids that comply with the preliminary/mandatory requirements of the tender shall qualify for technical evaluation. Only bids that score at least **75%** at technical evaluation shall qualify for financial evaluation.

*The tender shall be awarded to the lowest evaluated bid to specifications.*

### 9.1 **Preliminary evaluation**

The preliminary evaluation shall consider bidders' compliance with the mandatory tender requirements by submitting:

- i) Tax Clearance Certificate
- ii) Bid validity period of 60 days (**Please state**)
- iii) Bidders **must** submit together with their bids, **at least three written** trade references for similar work covered.

**Non compliance with any of the above mandatory requirements will lead to automatic disqualification.**

## 9.2 Technical Evaluation

The technical evaluation shall consider bidder's compliance with the technical specifications of the tender. The technical specifications of the project are broken down into technical components which have been allocated maximum possible points as indicated in table below. Points in respect of the bidder's submission shall be awarded out of the maximum possible points indicated for each component in the table below:

	<b>TECHNICAL ATTRIBUTE</b>	<b>MAXIMUM POSSIBLE SCORE</b>	<b>ACTUAL SCORE</b>
1	CV's of Key Personnel	10	
2	Organization Profile	8	
3	Trade References	6	
4	Understanding of the terms of reference	10	
5	Consultancy Firm Experience in the required areas	15	
6	Approach/methodology for project	20	
7	Project plan/scheme of action	14	
8	Project milestones/timings	4	
9	Flexibility of payment terms	5	
10	Delivery period	8	
	<b>Grand Total Score</b>	<b>100</b>	

## 9.3 Financial Evaluation

The financial evaluation shall consider the prices offered by respective bidders.

## 10.0 GENERAL CONDITIONS OF TENDER

### 10.1 Conditions

The tender shall be awarded to the lowest evaluated bid to specifications. Only those bidders **who have not done** Organisational Climate Surveys (Culture Change, Employee Engagement, and Change Readiness) for TelOne in the past 6 years will be considered.

Tel•One reserves the right to reject any bidder who does not conform to these requirements and to cancel tender. **Tel•One also reserves the right to accept any tender in part or in whole.**

### 10.2 Closing date of tender

The closing time and date for this tender shall be **1500 hours on Wednesday 20th<sup>th</sup> day of September 2017.**

Any queries regarding this tender should be made to:

**The Secretary Purchasing Committee, Tel•One, P.O. Box CY331, Causeway, Harare, Zimbabwe. E-mail: [cludios.chenga@telone.co.zw](mailto:cludios.chenga@telone.co.zw)**

Tel One will respond in writing to any request for clarification of the tendering documents which it receives **no later than 2 days** prior to the deadline for submission of bids prescribed by the tender. Written copies of the Tel•One's response (including any explanation of the query) shall be sent to all participating prospective bidders who would have purchased the tendering documents.

### **10.3 Delivery of tender**

Tenders and all accompanying documents are to be submitted in triplicate. These shall be enclosed in a sealed envelope bearing on the outside, the name and address of the bidder, the tender number and title of the tender. Tenders shall be delivered to:

**The Secretary Purchasing Committee, Tel-One, P.O. Box CY331, 8<sup>th</sup> Floor, Runhare House; 107 Kwame Nkrumah Avenue, HARARE, Zimbabwe, by 1500 hours on Wednesday 20<sup>th</sup> day of September 2017.**

Tenders received after 1500 hours will not be accepted.

## **11.0 CONDITIONS OF CONTRACT**

### **11.1 Definition of terms**

In the construing of these conditions and the specifications, the following shall have the meanings herein assigned to them unless there is something in the subject matter or context inconsistent with such construction:

The “**Purchaser**” shall mean the Tel•One Private Limited of Zimbabwe and shall include the Purchaser's legal personal representatives, successors and assigns.

The “**bidder**” shall mean any person or company who submits an offer in response to this document.

The “**Supplier**” shall mean the bidder whose tender has been accepted by the purchaser, and shall include the bidder's legal personal representatives, successors and assigns.

“**Services**” shall mean and include work, activities, materials and things of all kinds to be provided under the contract.

The “**Contract**” shall mean the agreement between Tel•One and the winning bidder (Consultant) for the provision of Consultancy Services, including therein the tender, the conditions of the contract, the specifications, the schedule, the drawings, and all documents to which reference may properly be made in order to ascertain the rights and obligations of the parties under the said agreement. It shall include:-

- Any alterations to the said agreement which may be agreed to, in writing between the Purchaser and the Contractor.
- All agreed specifications, plans, drawings and other documents which are prepared pursuant to the said agreement.

## 11.2 Subcontracting

No part of the contract is to be assigned or subcontracted by the consultant without the prior written permission of the purchaser. This permission, which will not be unreasonably withheld shall not in any way interpreted as releasing the consultant from his liabilities and obligations under the contract. In the event of the Consultant, assigning or making a subcontract contrary to this clause, the Purchaser shall be at liberty to terminate the Contract.

## 11.3 Inspection and rejection

The Purchaser shall have the right at any time to inspect work being undertaken in terms of this contract and to reject such work if it is found to be defective or inferior in quality or in non-compliance with the specifications of the Contract. Should any work be so rejected, then the Supplier, shall replace or make good to the satisfaction of the Purchaser, at his own expense, without alteration to any of the Consultant's liabilities and obligations under the contract. Before proceeding to execute any work, the Supplier shall, if so requested, obtain the Purchaser's approval of the manner in which the Consultant proposes to carry out any part of the work and shall furnish any information the purchaser shall require. The Supplier shall afford the Purchaser all reasonable facilities as may be required to carry out inspections. Any work rejected by the Purchaser shall be marked or segregated in a manner satisfactory to the Purchaser to ensure its identification as rejected work.

## 11.4 Implementation time frame , deliverables and price validity

### (a) Time for completion

The bidding firm **must** submit:

- i) A detailed schedule of the project plan (Gantt Chart)
- ii) A mid-term project evaluation report to TelOne Finance and Administration Director (when awarded tender)
- iii) A final report to Tel•One Managing Director not later than the agreed days from the date of commencement.

### (b) Penalties for late delivery

If the **consultancy firm** fails to complete the project within the time specified, the **consultancy firm** shall pay the **purchaser** a sum equal to five percent (5%) of the **contract sum** of the **project** or its part delayed per week, which shall elapse between the completion time specified and the actual date of completion.