



University of Fort Hare  
*Together in Excellence*

**REF: UFH-SCM11/2013 – INVITATION FOR  
AN EXPRESSION OF INTEREST FROM  
INTERESTED QUALIFYING SERVICE FOR  
THE PROVISION OF PROFESSIONAL  
INTERNAL COMMUNICATION SERVICES**

**EXPRESSION OF INTEREST (EOI)**

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## **1 BACKGROUND**

- 1.1 The University of Fort Hare is a public institution of higher learning whose vision is to be a vibrant, equitable and sustainable African university, committed to teaching and research excellence at the service of its students, scholars and wider community.
- 1.2 The University of Fort Hare is calling for an Expression of Interest from interested and qualifying service providers within the industry to enable it to prepare for a formal bidding process.
- 1.4 Furthermore, responding to this EOI will enable the University of Fort Hare to better scope its requirements and make informed management decision regarding the best and cost effective business model suitable for its requirements.

## **2 OBJECTIVES**

- 2.1 The objectives of this EOI include:
  - a) To provide prospective service providers with adequate information to understand and respond to the University of Fort Hare's requirements.
  - b) To provide prospective service providers with the opportunity to present the University of Fort Hare with the best suitable options that meet its internal communication service requirements
  - c) To provide prospective service with an opportunity to provide costing schedule with detailed cost drivers for the proposed business approach.

## **3 PURPOSE OF EOI**

- 3.1 The purpose of the EOI is to gather comprehensive information regarding available options for the provision of internal communication services with all applicable costs as per University of Fort Hare's requirements, thus enabling University of Fort Hare to better scope their functional and pricing requirements during the drafting of the Terms of Reference and subsequently identify and appoint a suitably qualified service provider that will collaboratively partner with University of Fort Hare in delivering the required service.

## 4 HIGH LEVEL REQUIREMENTS

### A. BUSINESS CONTEXT

#### A1. Background to the brief (the events that make this project critical)

After a period of restructuring the Strategic Plan has been developed to serve as a tool that can help the university to gain a comprehensive understanding of the opportunities available to it.

The University continues to face a number of challenges including responding to national goals and policies on education and development, and coping with complex economic, political, social and technological transformation imperatives.

In addition to these largely external factors, the University community has identified critical strategic issues including a renewed focus on relevance and quality of our academic, research and community engagement programmes and the experiences of our students; improving service levels; successfully managing a multi-campus institution; developing our human resources and attracting and retaining quality staff; developing and modernising our ageing and inadequate infrastructure and increasing options for income generation.

UFH continues to undergo a period of change both in the design of the institution and in the number of new projects impacting on the way we work. An additional complicating factor is that, according to the transformational workshops conducted thus far UFH :

- Operates in silos
- Is fragmented
- Does not 'walk the talk'
- Lives short-term
- Manages through successive crises and is
- Is risk adverse

**UFH clarified its business focus** and developed these strategic pillars to guide it going forward.

**1. Excellence in teaching and learning, research and community engagement**

**2. Improve the Student Experience,**

**3. Build a Service culture,**

**4. Optimise the multi-campus model.**

**5. Harness technology effectively**

**6. Develop Human Resources.**

**7. Achieve financial viability and sustainability**

The university in 2009/10 went through restructuring which has left people bitter and de-motivated, and has left a despondent workforce

## **A2. What are the objectives? (Business and communication)**

### **Staff**

- To instil pride in the UFH brand.
- To interpret and internalise (individual and collective) the UFH values.
- To remind them that their contribution to the education of our students is essential for the growth and prosperity of our country.
- To reawaken their sense of belonging to a great team.
- To express thanks for their contributions.
- To inspire them to attain even greater heights.
- To give direction for their actions that will take UFH into the future.

### **Students**

- **Galvanize & instill a sense of loyalty and pride into the student population**
  - Promote a united university
  - Motivate the students of Fort Hare to live the brand
  - Encourage the students to care for the university and its infrastructure
- **Encourage the students to dream & reach their dreams**

## **A3. What is the positioning? (Thought or statement that expresses the end game – how we want things to be seen / perceived in the long-term)**

- We need to recommit - Encourage a 'One University' mindset ensuring the University pulls together 'as one' and ensure that the "planets are aligned".
- Ensure that the student experience comes to life and is a reality.
- That all staff are valued members of the university family and are energized to change behaviors.
- We want you to live 'UFH' – we are one company working through necessary changes
- This is your university – help us make the change

## **A4. What are the risks and the consequences if we don't succeed?**

- The university will stagnate and we won't achieve our stated targets and research graduate requirement according to the department of Higher Education
- The institution will continue being unstable, resulting in poor work ethics, high turnover of staff and a poor student experience. Therefore effecting the reputation of the institution.

## **A5. What communication vehicles and tools do we have? (all opportunities / channel to communicate with the target market)**

- Email
- Workshops

- Intranet /Web
- Staff and student publications
- Bulk sms's

### **Opportunities**

- Industrial Theatre

### **B. Communication Brief**

#### **B1. With whom are we communicating? (target market description)**

- General Support staff
- Lecturers
- Heads of Departments
- Students

#### **B2. What do they currently think, feel, believe? (Attitudes, behavior, underlying belief)**

##### **Staff –**

- Staff generally have a “ whatever” attitude and they don't trust senior management
- Due to this they tend to be uncooperative and question all decisions made by management.
- They create small individual empires which make transformation difficult.

##### **Students**

- Students also believe management is working against them
- They seem not to be interested and its all about me, not the greater good or goal.
- Place no value to infrastructure

#### **B3. What is the one thing that we want to communicate? (the single-minded, core proposition, the promise)**

- We are one University
- This is your UFH
- The future is ours – lets enjoy it

#### **B4. What is the tone and manner of the communication? (personality, style, values)**

- Sincere & energizing, practical, classy, emotional but logical

#### **B5. What reaction do we expect? (What do we want the recipient to take out from the communication and act on?)**

- We want them to join the movement of the university and surge of the doubts and misconceptions.

## **B6. What executional considerations and thought starters? (open ended)**

"We must learn to live together as brothers or perish together as fools." (**Martin Luther King, Jnr.**)

"Do not go where the path may lead, go instead where there is no path and leave a trail." (**Anon**)

"we are one, unified in achieving academic, social & economic growth through higher education".(**Khotso Moabi**)

## **5 RESPONSES**

- 5.1 Prospective service providers are requested to provide their responses as follows;
- a) Introduction (Company profile that outlines the business profile, experience, human resources, products, etc)
  - b) Information Proposal based on the requirements stated above and any other information that may have been alluded to during the compulsory briefing session.
  - c) Estimated costing of the proposed solution

## **6 EVALUATION CRITERIA AND CONDITIONS**

- 6.1 Only service providers who meet the following criteria shall be shortlisted;
- a) Submitted all documentation as listed on paragraph 5.1 above
  - b) Services providers that have more than five years relevant experience in the provision of internal communication services

## **7 SPECIFIC CONDITIONS**

- 7.1 Responses received from the prospective service providers give no rise to any contractual obligation to University of Fort Hare.
- 7.2 University of Fort Hare reserves its own right to utilise or not utilise any of the information provided by the prospective service providers.
- 7.3 All prices are to be quoted in South African Rand current, inclusive of Vat.
- 7.4 University of Fort Hare reserves the right to request further information should they deem necessary to do so.
- 7.5 The Expression of Interest (EOI) is not a bid but a request for information and expression of interest to achieve the objectives and purpose as outlined on paragraph 2.1 and 3.1 respectively.