



## NATIONAL LIBRARY OF SOUTH AFRICA

228 Johannes Ramakhoase Street  
Private Bag X397  
Pretoria  
0001

5 Queen Victoria Street  
Cape Town  
8001

### TERMS OF REFERENCE FOR THE PROCUREMENT OF THE SERVICES OF A CHANGE MANAGEMENT SPECIALIST

**CLOSING DATE: 17 JUNE 2025**

**TIME: 11:00**

**NB. All proposal/quotation must be submitted to [Quotations@nlsa.ac.za](mailto:Quotations@nlsa.ac.za), kindly note that failure to submit via this email address will result in your proposal /quotation being rejected and disqualified.**

#### 1. BACKGROUND

The National Library of South Africa (NLSA) is a premier African institution tasked with the collection, preservation, and dissemination of South Africa's national documentary heritage. As a custodian of this heritage, NLSA promotes awareness, appreciation, and access to published works both nationally and internationally, contributing significantly to the country's cultural development and prosperity. The NLSA operates from its campuses located in Pretoria and Cape Town.

The NLSA conducted an employee engagement survey in June 2023. The survey was concluded, and feedback was given to all stakeholders. The NLSA wishes to engage the services of a qualified and experienced change management specialist for a period of six months to develop an implementation plan from the outcomes of the survey to improve the organisational culture, enhance employee engagement, and foster a collaborative and inclusive work environment. The service provider will be required to assist with the implementation and any evaluation activities during the six months.

The Change Management Specialist will work closely with the NLSA's Human Resources Management Department. The specialist will be required to assist in the implementation of the plan and to ensure that the NLSA's HRM Department is equipped to continue the implementation, monitoring and evaluation of the plan.

## **2. KEY DELIVERABLES**

Detailed change management plan based on the culture survey's recommendations.

Scheduled and facilitate training sessions and workshops for employees.

Regular progress reports with measurable outcomes.

Equip the NLSA's HR Department to implement, monitor and evaluate the plan.

Documentation of lessons learned and a roadmap for sustaining cultural improvements.

Close out report at the end of the project.

## **3. SCOPE OF WORK / KEY RESPONSIBILITIES**

### **1. Analysis and Planning**

- Review the findings and recommendations of the culture survey.
- Conduct interviews, focus groups, and/or meetings with relevant stakeholders.
- Develop a clear change management strategy aligned with the survey's recommendations.
- Collaborate with senior leadership to define goals, timelines, and success metrics for cultural transformation initiatives.

### **2. Stakeholder Engagement**

- Facilitate open communication between employees, management, organised labour, and other stakeholders.
- Identify change champions across Departments to support implementation.
- Conduct regular feedback sessions to address concerns and refine approaches.

### **3. Implementation of Change Initiatives**

- Roll out targeted initiatives to address identified areas, such as employee morale, communication gaps, diversity, and leadership effectiveness.
- Co-ordinate training and workshops to build awareness and develop skills for adapting to the new cultural framework.
- Introduce and embed best practices for collaboration, innovation, and inclusivity.

### **4. Monitoring and Evaluation**

- Track progress against defined success metrics and adjust strategies as necessary.
- Conduct periodic assessments to measure the impact of cultural changes.
- Provide regular progress reports to leadership and stakeholders.

#### 5. Sustainability of Cultural Change

- Develop tools and frameworks for long-term cultural improvements.
- Establish mechanisms for continuous feedback and adaptation.
- Support leadership in maintaining alignment between organisational culture and strategic goals.

### 4. Required Qualifications and Experience

#### 1. Education:

Master's degree in Organisational Development, Human Resources, Psychology, or related field (Doctorate degree is an advantage).

#### 2. Experience:

Minimum of 10 years of experience in change management, organisational development, or a related field.

Proven track record of implementing successful organisational cultural transformation projects in public or private sectors.

Experience with public sector is a requirement.

#### 3. Skills:

Strong understanding of change management frameworks (e.g., Prosci, Kotter's 8-Step Process).

Excellent communication and interpersonal skills.

Expertise in stakeholder engagement and conflict resolution.

Data-driven approach to decision-making and impact assessment.

Ability to handle racial and cultural issues with tact and discretion.

### 5. NLSA'S RIGHTS

5.1. The NLSA is entitled to amend any RFQ conditions, RFQ validity period, RFQ terms of reference, or extend the RFQ's closing date, all before the RFQ closing date.

### 6. DURATION OF THE PROJECT

6.1. The appointed change management specialist shall make an undertaking that the delivery shall begin upon the issuing of the Purchase Order by the NLSA and will conclude six months thereafter.

6.2. Timeframes for the delivery of the professional hours will be developed by the change management specialist and the NLSA's HRM Department.

6.3. Location where services will be rendered: National Library of South Africa's Pretoria and Cape Town Campus (flexible with onsite and remote engagements).

## **7. CONDITIONS OF RFQ**

- 7.1. The NLSA reserves the right not to accept the lowest proposal.
- 7.2. The NLSA reserves the right to appoint one or more Bidders.
- 7.3. The NLSA reserves the right not to award the contract.
- 7.4. The NLSA reserves the right to have any documentation submitted by the successful Bidder checked or inspected by any other person or organisation.
- 7.5. The NLSA will not be held responsible for any costs incurred by the Bidder in the preparation and submission of the RFQ.
- 7.6. No upfront payment will be done by NLSA.
- 7.7. The quotation is valid for a period of 30 days and may be extended at the discretion of the NLSA.

## **8. EVALUATION CRITERIA**

### **8.1. Pre evaluation (standard bid documents)**

- 8.1.1. Fully completed SBD 4 and SBD 6.1, forms.
- 8.1.2 All bidders must be registered on the National Treasury Central Supplier Database

### **8.2. Mandatory:**

- 8.2.1. **Certification:** Valid member of the Association of Change Management Professional or other relevant association.

### **8.3. Evaluation stage one (1): Technical Evaluation**

Bidders are expected to obtain a minimum of sixty (60) points out of one hundred (100) points available to proceed to the next evaluation stage. Failure to obtain the prescribed points will automatically disqualify the bidder from proceeding to the next evaluation stage.

| No |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Weight | Point | Score |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|-------|
| 1. | <p><b>Experience of the service provider in providing similar services as required by the NLSA</b></p> <p>Provide five (5) contactable reference letters of such services provided within the past ten (10) years. The reference letters must be:</p> <ul style="list-style-type: none"> <li>- On official letterhead</li> <li>- Detail referee's name and include referee's signature</li> <li>- Detail the scope of the project</li> <li>- Detail the date when the project was implemented</li> </ul> <ul style="list-style-type: none"> <li>• 5 and more reference letters with all the required elements listed = 40 points</li> <li>• 4 reference letters with all the required elements listed = 30 points</li> <li>• 3 reference letters with all the required elements listed = 20 points</li> <li>• 2 reference letters with all the required elements listed = 10 points</li> <li>• 1 reference letter with all the required elements listed = 5 points</li> <li>• 0 reference letters = 0 points</li> </ul> <p>NB. If a reference letter does not meet all the requirements listed, it will not be considered.</p> | 40     |       |       |
| 2  | <p><b>Technical Evaluation</b></p> <p><b>A detailed proposal clearly outlining the following:</b></p> <ul style="list-style-type: none"> <li>• Approach and the process to be followed to develop and implement the change management strategy at the NLSA.</li> <li>• Proposed timelines</li> </ul> <p>Approach and Timelines included = 40 points</p> <p>Scope of work only included = 30 points</p> <p>Timelines only included = 10 point</p> <p>None of the requirements met or no proposal included = 0 points</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 40     |       |       |

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |  |  |
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|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |            |  |  |
| <b>3.</b> | <b>Qualification and Experience of Change Management Specialist</b><br><br>Bidder to submit CV detailing qualifications and experience. CV must clearly state: <ul style="list-style-type: none"> <li>- qualification obtained,</li> <li>- tertiary institution and year qualification was obtained,</li> <li>- detail experience under the following headings:<br/>           Organisation or Client; Position; Scope of work or responsibilities; Employment period (start and end date)</li> </ul><br>Doctorate degree in Change Management, Organisational Development, Human Resources Management, Psychology, or related field and 10 or more years of experience = 20 points<br><br>Master's degree in Change Management, Organisational Development, Human Resources Management, Psychology, or related field and 10 or more years of experience = 10 points<br><br>Less than a Master's Degree in Change Management, Organisational Development, Human Resources Management, Psychology, or related field and less than 10 years of experience = 0 points<br><br><i>Please note that failure to submit the information in the required format will result in a score of 0 being applied.</i> | <b>20</b>  |  |  |
|           | <b>TOTAL POINTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>100</b> |  |  |
|           | <b>Minimum points to pass this evaluation stage</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>60</b>  |  |  |

#### 8.4. Preference Point System

In terms of Regulation 5 of the Preferential Procurement Regulations of 2022/23, Gazette Number 47452 dated 4 November 2022 pertaining to the Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000), responsive bids will be adjudicated by the State on the 80/20-preference point in terms of which points are awarded to bidders based on: -

- The bid price (maximum 80 points)
- Specific Goals (maximum of 20 points)

The following formula will be used to calculate the points out of 80 for price in respect of an invitation for a tender, inclusive of all applicable taxes.

$$P_s = 80 \left( 1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

Where-

$P_s$  = Points scored for price of tender under consideration;

$P_t$  = Price of tender under consideration; and

$P_{\min}$  = Price of lowest acceptable tender.

- Specific Goals (maximum of 20 points): Based in Gauteng or Western Cape = 20 points / Based outside Gauteng or Western Cape = 10 points. Please note that the CSD registration will be used to verify location.

## 8.5. Evaluation Criteria Stage 2: Pricing

8.5.1. Quotation must provide a pricing schedule which clearly sets out the cost of providing the services including any applicable charges.

8.5.2. The pricing schedule must clearly indicate the unit price as well as total price for the requested.

8.5.3. **All cost items must be inclusive of VAT.**

## 8.6. Pricing schedule

Please complete the table below and provide a detailed quotation (on your company letterhead) as per the following:

| Item                                                | Description | Hourly Rate (ZAR) | Quantity over 6 Months (Estimated) | Total Cost (ZAR) |
|-----------------------------------------------------|-------------|-------------------|------------------------------------|------------------|
| 1. Analysis and Planning                            |             |                   |                                    |                  |
| 2. Stakeholder Engagement                           |             |                   |                                    |                  |
| 3. Development of strategy                          |             |                   |                                    |                  |
| 4. Implementation                                   |             |                   |                                    |                  |
| 6. Reporting including development and presentation |             |                   |                                    |                  |

|                              |  |  |  |  |
|------------------------------|--|--|--|--|
| 7. Monitoring and Evaluation |  |  |  |  |
| Sub Total                    |  |  |  |  |
| VAT                          |  |  |  |  |
| <b>TOTAL</b>                 |  |  |  |  |

## 9. ENQUIRIES

**All enquiries regarding this RFQ must be directed to the SCM Office:**

For any RFQ related enquiries please sent to the following email address quoting the RFQ Reference Number, Bid. Description as a Reference; [quotations@nlsa.ac.za](mailto:quotations@nlsa.ac.za) and Judy.moshige@nlsa.ac.za OR (012) 401 9766/9700