



## NATIONAL LIBRARY OF SOUTH AFRICA

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Pretoria  
0001

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Cape Town  
8001

### TERMS OF REFERENCE FOR APPOINTMENT OF A SERVICE PROVIDER TO REVIEW AND DEVELOP A NEW ORGANISATIONAL STRUCTURE FOR THE NATIONAL LIBRARY OF SOUTH AFRICA (NLSA)

**CLOSING DATE: 17 JUNE 2025**

**TIME:11H00**

**NB. Should you want to submit a quotation, please submit to the email: [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

- 1.1 The National Library of South Africa (NLSA) is a custodian and provider of the of the nation's key knowledge resources. The NLSA is mandated by the National Library of South Africa Act to collect and preserve documentary heritage and to make it accessible thereby ensuring that knowledge is preserved for posterity and that information is available to all.
- 1.2 The National Library of South Africa (NLSA) seeks to enhance its organisational effectiveness and operational efficiency. In response to changes in legislative requirements, strategic objectives, and opportunities for automation, the NLSA intends to review and redesign its existing organisational structure.

#### 2. OBJECTIVE

To appoint a suitably qualified and experienced service provider to develop a revised organisational structure that:

- Aligns with the NLSA's strategic plan and legislative mandate.
- Accommodates critical and legislatively required roles.
- Reengineers Core Programmes through process optimisation and automation.

- Does not exceed the current number of funded posts.

### **3. SCOPE OF WORK**

**The successful service will be required to:**

- 3.1 Conduct an Organisational Review: Analyse the current structure against the draft proposed structure and consult with Executive and Senior Management aiming to re-design a new final structure aligned to the entity's current strategy and budget.
- 3.2 Benchmarking: Compare with best practices and similar institutions (local and international).
- 3.3 Gap Analysis: Identify critical positions not currently catered for but required.
- 3.4 Structure Reengineering: Identify key processes to be redesigned applying business process reengineering techniques and automation to optimise and streamline workflow.
- 3.5 Post and Function Mapping: Propose a detailed organogram, role mapping, and job title recommendations, processes which may result in job unbundling and redefining as well as abolishment and retention of some positions and the creation on new positions.
- 3.6 Reporting: Submit comprehensive reports on a monthly basis and present the final proposal to NLSA Executive Management and Board three months after the date of commencement with this assignment.

### **4. DELIVERABLES**

- Inception Report with Work Plan
- Stakeholders Engagement Summary
- Gap and Benchmarking Analysis Report
- Draft Proposed Organisational Structure
- Stakeholders Buy-in engagements
- Final Report with Organogram and Role Justifications
- Presentation to NLSA Executive and Board

### **5. TIMEFRAME**

The project must be completed within three months of appointment.

## 6. MINIMUM QUALIFICATIONS AND EXPERIENCE

- 6.1 The service provider must have a minimum of 5 years' experience in organisational development and restructuring.
- 6.2 Demonstrate experience in public sector or similar environment.
- 6.3 Proven experience in business process reengineering and automation.
- 6.4 Multidisciplinary team (HR, Change management, ICT)

## 7. EVALUATION CRITERIA

### 7.1. Stage 1: Functionality Evaluation (Minimum threshold = 70/100)

| Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Weight | Score |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|
| <b>Company Experience</b><br>Bidder to supply reference letters of similar projects successfully completed. Letters must meet all criteria to be scored.<br><br>Criteria for letters: <ul style="list-style-type: none"><li>- Must be on official letterhead</li><li>- Must include referee's name and signature</li><li>- Must include scope of work to confirm that it was a similar project</li></ul><br>5 or more compliant letters = 50 points<br>4 compliant reference letters = 40 points<br>3 compliant reference letters = 30 points<br>2 compliant reference letters = 20 points<br>1 compliant reference letter = 10 points<br>No reference letters or reference letters not compliant = 0 points | 50     |       |
| <b>Approach / Methodology</b><br>Methodology of how the bidder will approach this project.<br>Proposals to include: <ul style="list-style-type: none"><li>- Tailored approach to reengineering and structure review</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 30     |       |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |     |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--|
| <ul style="list-style-type: none"> <li>- Relevant experience in HR, ICT, strategy, change management etc.</li> <li>- Innovation and technology use</li> <li>- Identification of automation opportunities</li> <li>- Project team identified with project roles and experience listed</li> <li>- Timelines confirming that the project will be completed within three months</li> </ul> <p>Proposals with all 6 areas included = 30 points</p> <p>Proposals with 4 areas included = 20 points</p> <p>Proposals with 2 areas included = 10 points</p> <p>No proposal or proposal does not cover any of the areas listed = 0 points</p> |     |  |
| <p><b>Qualifications of Team Leader</b></p> <p>CV of project team lead indicating relevant qualification (NQF level 9) and at least 5 years of relevant experience.</p> <p>CV of team lead with NQF level 9 qualification and 5 years of relevant experience = 20 points</p> <p>CV of team lead with NQF level 8 qualification and 3 years of relevant experience = 10 points</p> <p>CV of team lead with NQF 7 qualification and less than 3 years of experience = 5 points</p> <p>No CV, or project team lead not identified or CV does not have relevant qualification nor experience = 0 points</p>                              | 20  |  |
| <b>TOTAL POINTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100 |  |
| Bidders must score 70 out of 100 points in the technical evaluation to proceed to the next stage of evaluation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |     |  |

## 7.2. Stage 2: Price and Specific Goal (80/20 System)

Price = 80 points

**Specific Goal: Location (20 points)**

Bidders located in Gauteng = 20 points

Bidders located outside Gauteng = 10 points

Please note that CSD registration will be used to confirm locality.

**8. PRICING SCHEDULE**

All prices must be in South African Rand and be inclusive of all disbursements.

| <b>Deliverable / Milestone</b>                   | <b>Description</b>                                      | <b>No. of Hours</b> | <b>Hourly Rate</b> | <b>Total Cost</b> |
|--------------------------------------------------|---------------------------------------------------------|---------------------|--------------------|-------------------|
| Inception report and work plan                   | Project plan, timelines, stakeholder map                |                     |                    |                   |
| Organisational review and stakeholder engagement | Review of structure, interviews/workshop sessions       |                     |                    |                   |
| Benchmarking and gap analysis report             | Comparative analysis and gap identification             |                     |                    |                   |
| Draft organisational structure                   | Proposed organogram and process improvement suggestions |                     |                    |                   |
| Final report and presentation                    | Final structure, rationale, and presentation to NLSA    |                     |                    |                   |
| Sub Total (excluding VAT)                        |                                                         |                     |                    |                   |
| VAT                                              |                                                         |                     |                    |                   |
| <b>Total Cost (including VAT)</b>                |                                                         |                     |                    |                   |

**9. ENQUIRIES**

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

For any Bid related enquiries please send to the following email address quoting the Bid Number, Bid Description as a Reference [Judy.Moshige@nlsa.ac.za](mailto:Judy.Moshige@nlsa.ac.za) and [Quotations@nlsa.ac.za](mailto:Quotations@nlsa.ac.za) or call 012 402 3017 during office hours.