



NATIONAL LIBRARY OF SOUTH AFRICA

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TERMS OF REFERENCE/SPECIFICATIONS FOR THE APPOINTMENT OF A SERVICE PROVIDER TO FACILITATE THE NATIONAL LIBRARY STRATEGIC PLANNING SESSION

CLOSING DATE: 04 October 2024

TIME: 11H00

NB. Should you want to submit a quotation, please submit to the email: Quotations@nlsa.ac.za

1. BACKGROUND

1.1 The National Library of South Africa, hereafter referred to as NLSA, is a world class African National Library and Information Hub. The NLSA is responsible for collecting, recording, preserving, and making available the national documentary heritage of South Africa. The NLSA promotes awareness, appreciation and access to published documents, nationally and internationally and in doing so contributes to the development and prosperity of South Africa. The NLSA has campuses in Pretoria and Cape Town.

1.2 The NLSA is in the process of formulating its Strategic Plan for 2025 - 2030. The strategic planning sessions for Management and Board are scheduled to take place on the following dates:

- Management Strategic Planning session 09 to 10 October 2024
- Board Strategic Planning Session 17 – 18 October 2024

The NLSA would like to acquire the services of a consultant to facilitate strategic sessions and assist in formulating its five-year strategic plan.

2. PURPOSE

The NLSA seeks to appoint a qualified, competent and experienced service provider to facilitate a series of strategic planning sessions for NLSA Management and Board. The outcomes of these sessions will inform the development of the new five-year Strategic Plan (2025-2030) and Annual Performance Plan.

3. OBJECTIVE

The primary objective of this engagement is to facilitate productive strategic planning sessions that will enable the management and Board to:

- To review and update the NLSA Situational Analysis.
- Ensure alignment with national policies and industry trends.
- Understand the current and future landscape for the National Library and the Library and Information Services sector locally and internationally.
- To assess and analyse the NLSA mandate, interrogate the current 5-year Strategic Plan and identify additional strategic opportunities that will assist the Accounting Authority to deliver on its mandate.
- Review vision and mission statement for the NLSA.
- Review and define strategic outcomes, objectives, key performance indicators (KPIs) and performance targets for the next five years.

4. SCOPE OF WORK

4.1 The scope of work includes the following

4.1.1 Conduct a thorough review of NLSA existing strategic documents, performance reports and relevant sector data.

4.1.2 Engage with the relevant NLSA team to plan for the workshop and understand expectations.

4.1.3 Prepare materials, presentations, and exercises to facilitate discussions and decision making.

4.1.4 Facilitation of the strategic planning session for both management and the Accounting Authority:

- a. Lead and facilitate the planning sessions, ensuring active participation and engagement from management and board members.
- b. Foster a collaborative and inclusive environment conducive to constructive dialogue and decision-making.
- c. Guide discussions on vision, mission, values, strategic outcomes and performance measures.
- d. Facilitate SWOT analysis, scenario planning, and other strategic planning tools and techniques.
- e. Guide discussions on strategic issues experienced in the previous 5 years and assist in the development of strategic priorities for the next 5 years.
- f. Facilitate the process of development of tactical strategies to achieve strategic objectives.
- g. Facilitate risk assessment in strategic planning to help the organisation to gain a deeper understanding of the potential risks and opportunities. To allow the NLSA to prioritize resources and to develop effective risk mitigation strategies.
- h. Document key insights, decisions and action points arising from the sessions.

4.1.5 Report the outcomes of the sessions.

- a) Consolidate the outcomes from the planning sessions into a comprehensive strategic planning report.

- b) Present the findings and recommendations to management.
- c) Incorporate feedback and finalise strategic planning documents in line with the DPME Revised Framework for Strategic Plans and Annual Performance, including 5-year strategic plan, and annual performance plan.
- d) Drafting of NLSA Strategic Planning documents (i.e., Strategic Plan 2025-2030, Annual Performance Plan 2025/26).

4. REQUIRED SKILLS AND COMPETENCIES

- 1 Public sector knowledge
- 2 Knowledge of the Revised Framework for Strategic Plans and Annual Performance Plans and planning processes therein.
- 3 Proven track record/experience in strategic planning facilitation work (CVs of lead consultants providing relevant skills, competence, and experience to be attached).

6. CONDITIONS OF BID

- a. The NLSA reserves the right not to accept the lowest proposal.
- b. The NLSA reserves the right to appoint one or more Bidder.
- c. The NLSA reserves the right not to award the contract.
- d. The NLSA reserves the right to have any documentation, submitted by the successful Bidder checked or inspected by any other person or organisation.
- e. The NLSA will not be held responsible for any costs incurred by the Bidder in the preparation and submission of the RFQ.
- f. No upfront Payment will be done by NLSA.
- g. All delivery of the requested equipment must be made at the NLSA.
- h. The NLSA reserves the right to purchase and request delivery of the equipment in phases.
- i. The quotations shall remain valid for a period of 30 days, and may be extended at the discretion of the NLSA

7. EVALUATION CRITERIA

STAGE (ONE) 1

7.1 Pre-evaluation (standard bid documents)

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

8. EVALUATION CRITERIA

Evaluation Stage Two (2): Technical Evaluation

Bidders are expected to obtain a minimum of **seventy (70) percent** out of one hundred (100) points on Technical Evaluation, 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, which is Pricing.

Criteria	Scoring	Weighed Score
1. Qualification of the Facilitator Bidders must attach relevant certified copies of highest qualifications/ certificate. Certification may not be older than 6 months. Uncertified qualification/professional certificates will not be accepted as authentic. Foreign qualifications are required to be accompanied by a SAQA evaluation	Qualifications Postgraduate degree NQF level 10= 20 points Any other qualification NQF 9 = 15 points NQF level 8 =10 points NQF level 7 = 5 points Irrelevant/less qualification = 0 points	20
2. Experience of the Facilitator The potential bidder must attach brief CV indicating relevant experience in strategy formulation	Experience 5 years or more relevant experience in strategy formulation = 10 points Less than 5 years of relevant experience in strategy formulation = 0	10
3. Company Profile Bidders must submit company profile and overview that reflects the following: • _experience in strategy formulation experience in public sector	Company profile attached = 5 points No company profile attached = 0	5
4. Company Experience: Reference Letters Contactable reference letters from previous clients as evidence of previous related work for strategy planning and development successfully completed. NB: The Reference Letter(s) must not be older than 5 years, must be on the letterhead of the previously serviced client and should reflect at least the name of the client, title of the related work conducted, year(s) conducted and completed, contactable reference name and contact details, and be signed by the appropriate delegate. The Reference Letter should indicate	Evidence in form of reference letter indicating that they have work experience in strategy facilitation. 5 letters attached = 25 point 4 letters attached = 20 points 3 letters attached = 15 points 2 letters attached = 10 points 1 letter attached = 5 points No reference letters attached = 0	25
5. Methodology and approach: - Service provider must provide clarity and an effective approach to facilitation of the strategic session. - The service provider should demonstrate knowledge of strategic planning principles, tools, and best practices and how he will assist management translate strategic goals into actionable plans. - Service provider must demonstrate understanding of organisations context, mission, and objectives of the NLSA, this should include the awareness of the organization's mandate, stakeholders, and operating environment.	The methodology and approach align to the scope of work, the timeframes and project plan are suited and tailored to the project needs. = 30 – 40 points. The methodology and approach partially align to the scope of work and expectations = 15 – 29 points. The proposed methodology and approach are generic and minimally meets projects requirements. = 1 – 14 points. Non-submission = 0 points	40

- Service provider must demonstrate understanding of alignment of strategic planning with performance management with risk management within a public entity environment. - Indicate how the facilitator will synthesize information and present findings effectively.		
TOTAL	100	

Table 1: Experience

Please complete the table below.

Client	Nature of Strategic Session Facilitated	Date of Session (must be within the last 5 years)	Number for Delegates at the Session

9. Preference point system

Pricing (80/20 preferential procurement Points)

- The following formula must be used to calculate the points out of 80 for price in respect of an invitation for a tender with a Rand value equal to or below R50 million, inclusive of all applicable taxes:

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

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.

Identified Specific Goals and their weights:

- Companies with 100% Black ownership**

20 points if the service provider has 100% black ownership.

10 points if the service provider has less than 100% black ownership

The Central Supplier Database report will provide evidence of Black Ownership status.

9.1 Provide detailed quotation covering the service to be provided as per scope of work.

Pricing schedule

Financial proposals will be compared based on their total amount inclusive of VAT and all other related costs.

Service providers are required to submit financial proposals as per the table below on a company letterhead.

NB: Pricing schedule is compulsory and failure to complete same in prescribed above and without alterations may result in disqualification of the bid during the financial evaluation process.

Nature of work	Cost
Management Strategic Planning Session (2 days)	R
Accounting Authority Strategic Planning Session (2 days)	R
First Draft Strategic Plan 2025 – 2030 First Draft Annual Performance Plan 2025/26	R
Final Draft Strategic Plan 2025 – 2030 Final Draft Annual Performance Plan 2025/26	R
VAT	R
Total cost inclusive of VAT	R

10. 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 Bid Number, Bid Description as a Reference; Lebogang.Maleka@nlsa.ac.za and quotations@nlsa.ac.za OR (012) 402 3017