



NATIONAL LIBRARY OF SOUTH AFRICA

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8001

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT A BOARD PERFORMANCE EVALUATION

CLOSING DATE: 21 MAY 2026

TIME: 11H00

NB: All proposal/quotation must be submitted to 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, 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. Find the National Library of South Africa (NLSA) annual reports on www.nlsa.ac.za for financial profiling
- 1.2 The NLSA invites quotations from qualified service providers for the provision of services to conduct a Board performance evaluation.

2. OBJECTIVE

The objective of the Board Performance Evaluation is to:

- Assess the effectiveness and performance of the Board, its committees, and individual members.
- Evaluate whether the Board is fulfilling its roles and responsibilities.

- Review the effectiveness of Board committees.
- Examine Board dynamics, including culture, engagement, and decision-making.
- Assess relationships with key governance stakeholders.
- Identify key areas for improvement and provide actionable recommendations.
- The evaluation must go beyond a compliance exercise and provide a substantive, rigorous, and independent assessment of Board effectiveness.

3. SCOPE OF WORK

3.1 Board Evaluation

3.1.1 The evaluation will cover the Board as a whole, consisting of seven (7) Board members.

3.1.2 Focus areas include:

- Overall Board performance in line with our Board Performance Evaluation Policy.
- Governance effectiveness.
- Strategic oversight.
- Board dynamics and culture.
- Identification of development areas.

3.2 Committee Evaluation

3.1.1 Each committee must be evaluated in terms of its effectiveness and contribution to governance:

- Audit, Risk & Performance Committee (6 Members) -
- Human Resources & Remuneration and Social & Ethics Committee (4 members)
- Core Programmes & Finance Committee (4 members)

3.1.2 The evaluation should assess:

- Alignment with mandate.
- Effectiveness of oversight.
- Quality of reporting by the Sub-committee Chairpersons.

- Quality of decision-making
- Evaluation of the independence of the four (4) independent members of the Audit, Risk & Performance Committee.

3.3 Individual Evaluations

3.3.1 Individual evaluations must include:

- Peer and self-assessments of Board Members.
- Evaluation of Board Chairperson.

3.3.2 Focus areas include:

- Competence and skills.
- Participation and engagement.
- Contribution to Board effectiveness.

3.4 Evaluation Tools

3.4.1 The service provider must develop and administer:

- Board Evaluation Questionnaire
- Committee Evaluation Questionnaire
- Individual Peer and Self-Assessment Questionnaire

4. DELIVERABLES

4.1 The appointed service provider must deliver:

- A comprehensive report including summary of findings, key strengths and weaknesses and practical recommendations.
- Results of Board evaluation, committee evaluations and individual assessments.
- Board skills matrix / skills gap analysis.
- Identification of any additional governance concerns.
- Board Development Plan derived from the gaps identified during the Board Performance Evaluation, including recommended interventions, priorities, and implementation actions to strengthen Board effectiveness.

5. DURATION OF THE PROJECT

- 4.1 The project is expected to be completed within a period of three (3) months from the effective date of appointment. The service provider shall be required to adhere to the approved project plan and ensure timely delivery of all outputs, including the final report and Board Development Plan, within the prescribed timeframe.

6. CONDITIONS OF BID

- 5.1 The NLSA reserves the right not to accept the lowest or any RFQ submitted.
- 5.2 The NLSA reserves the right not to award this RFQ.
- 5.3 The NLSA reserves the right to verify, validate, or inspect any information and documentation submitted by bidders through any relevant authority or third party.
- 5.4 The General Conditions of Contract (GCC) issued by National Treasury shall apply to this bid.
- 5.5 Service provider must achieve a minimum score of 70 points in the technical evaluation to qualify for further evaluation.
- 5.6 The NLSA shall not be liable for any costs incurred by service provider in the preparation and submission of RFQ.
- 5.7 The personnel proposed in the RFQ must be the same personnel who will execute the work if the bidder is appointed. Any substitution of personnel must be subject to prior written approval by the NLSA and must be replaced with personnel of equal or higher qualifications and experience.
- 5.8 Service providers must declare any conflict of interest and disclose any relationships that may influence the procurement process or create potential bias.
- 5.9 Service provider must not be listed on the National Treasury database of restricted suppliers or be prohibited from doing business with public sector institutions.
- 5.10 Any false, incomplete, or misleading information submitted in RFQ will result in disqualification and/or cancellation of any resulting award.
- 5.11 The NLSA reserves the right to request clarification, additional information, or supporting documentation from bidders during any stage of the evaluation process.
- 5.12 All RFQ submissions will be treated as confidential, subject to applicable access to information legislation.

7. EVALUATION CRITERIA

6.1 Stage 1: Pre-Evaluation (standard bid documents)

5.1.1 Fully completed SBD 4 and SBD 6.1 forms.

5.1.2 The service provider must be registered with the National Treasury Central Supplier Database – (CSD).

6.2 Stage 2: Technical Evaluation

Service providers are expected to obtain a minimum of seventy (70) 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.	Element	Weight	Points	Score
	Technical criteria			
1.	Experience of Service Provider (20 Points) The service provider must demonstrate experience in conducting Board and governance evaluations. References: Provide contactable reference letters from similar public sector entities, confirming experience that meets all the requirements set out below. The letters must be on the client's official letterhead, must be dated and must include the referee's name, signature, contact number, duration of the contract and scope of work. • 5 or more compliant reference letters = 20 points • 4 compliant reference letters = 15 points • 3 compliant references letters =10 points • 1 OR 2 compliant reference letters = 5 points • No reference letter = 0	20		
2.	Project Team (30 Points) The service provider must submit at least two (2) comprehensive CVs of the project team outlining relevant governance experience in board evaluation expertise and three (3) contactable references. Certified copies of qualifications must be attached.	30		

The Project Team will be evaluated as follows:

Project Lead:

- Certified copies of qualifications attached and more than 20 years of board evaluation experience = 15 points
- Certified copies of qualifications attached and 15 years of board evaluation experience = 10 points
- Certified copies of qualifications attached and 10 years of board evaluation experience = 5 points
- Certified copies of qualifications not attached and less than 10 years of board evaluation experience = 0 points

Project Facilitator:

- Certified copies of qualifications attached and more than 20 years of board evaluation experience = 15 points
- Certified copies of qualifications attached and 15 years of board evaluation experience = 10 points
- Certified copies of qualifications attached and 10 years of board evaluation experience = 5 points
- Certified copies of qualifications not attached and less than 10 years of board evaluation experience = 0 points

3.	Approach and Methodology: Demonstration of Understanding of Scope of Work – 30 Points Service Provider must submit a detailed approach and methodology demonstrating a clear understanding of the Scope of Work for the Board Evaluation Project. The submission must clearly explain how the service provider will conduct the Board evaluation process and demonstrate practical capability to deliver an effective, independent, and high-quality assessment of Board performance. The methodology must include, but is not limited to, the following: • A clear description of how the Board evaluation will be conducted, including tools and techniques (e.g. surveys, interviews, document review, and/or workshops). • Demonstration of the service providers's ability to manage stakeholder engagement and deliver within agreed timelines. Points will be allocated as follows: • Comprehensive methodology demonstrating two (2) required elements = 30 points • Limited methodology demonstrating one (1) required element = 10 points • No methodology or no clear demonstration of any required element = 0 points	30		
4.	Corporate Governance Knowledge and King V Compliance Service providers must demonstrate knowledge and understanding of current corporate governance principles, with specific reference to the latest King V Report on Corporate Governance. Points will be allocated as follows: • Valid certification of attendance in King V Corporate Governance training (or equivalent recognised programme) = 10 points • No certification of attendance submitted = 0 points	10		
5.	Affiliation / Association with Governance Institute (South Africa) – 10 Points	10		

	Service Provider must demonstrate active affiliation or association with recognised governance or professional bodies in South Africa. This requirement is intended to ensure that the service provider remains current with evolving governance standards, including the King V Report on Corporate Governance, and applies recognised best practice in the delivery of Board evaluation services. Points will be allocated as follows: • Active individual and/or organisational membership with a recognised governance institute = 10 points • No affiliation or association with a recognised governance institute = 0 points			
	TOTAL POINTS	100		

Only those service providers / contractors who responded exactly as per the scope of work and to the satisfaction of the NLSA shall be considered.

7 PRICING

7.1 Preference point system

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.

7.2 Provide a detailed quotation covering the services to be provided as per the scope of work.

7.3 Specific Goals

Specific Goal: Locality

- 20 points if the bidder is in Gauteng Province.
- 10 points if the bidder is based outside of the Gauteng Province.

Please note that CSD registration report will be used to verify locality.

8 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; patience.shiburi@nlsa.ac.za and quotations@nlsa.ac.za OR (012) 401 9770