



NATIONAL LIBRARY OF SOUTH AFRICA

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TERMS OF REFERENCE FOR THE QUALIFIED SERVICE PROVIDER TO PROVIDE PROJECT MANAGEMENT SERVICES FOR INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) PROJECTS.

CLOSING DATE: 27 February 2025

TIME: 11:00

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

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.

2. SCOPE OF WORK

2.1. Introduction

This document outlines the specifications for managing ICT projects within the organization. The objective is to provide a structured approach to ensure that ICT projects are completed on time, within budget, and meet the defined quality standards. These specifications will cover the overall project lifecycle, roles and responsibilities, methodologies, and tools required for successful project delivery.

2.2. Project Lifecycle

The project lifecycle defines the stages through which an IT project progresses from initiation to completion. Each stage includes specific deliverables, milestones, and activities.

Stages of Project Management:

2.2.1. Initiation

- 2.2.1.1. Define project goals, objectives, scope, and stakeholders.
- 2.2.1.2. Identify high-level risks and constraints.

2.2.2. Planning

- 2.2.2.1. Develop a detailed project plan, including timelines, resources, budget, and quality standards.
- 2.2.2.2. Create a work breakdown structure.
- 2.2.2.3. Define roles and responsibilities.
- 2.2.2.4. Develop risk management and communication plans.
- 2.2.2.5. Choose project management methodology (e.g., Agile, Waterfall, Scrum).

2.2.3. Execution

- 2.2.3.1. Implement project tasks according to the project plan.
- 2.2.3.2. Coordinate resources and activities.
- 2.2.3.3. Monitor progress against the project plan.
- 2.2.3.4. Conduct regular status meetings and provide updates to stakeholders.
- 2.2.3.5. Quality assurance and control.

2.2.4. Monitoring and Controlling

- 2.2.4.1. Monitor scope, time and cost to ensure the project stays on track.
- 2.2.4.2. Identify and mitigate risk and issues as they arise.
- 2.2.4.3. Update project schedules, budgets and scope as necessary.

2.2.5. Closing

- 2.2.5.1. Deliver final project output.
- 2.2.5.2. Obtain stakeholder sign-off.

2.2.5.3. Perform project evaluation and document lessons learned.

2.2.5.4. Close contracts.

2.3. Roles and responsibilities

A clear definition of roles ensures accountability and smooth execution of the project. Roles may vary depending on project size and complexity.

2.3.1.1. **Project Manager:** Responsible for overall project planning, execution, monitoring, and closing.

2.3.1.2. **Business Analyst:** Gathers requirements, ensures the solution aligns with business needs.

2.3.1.3. **Project Team Members:** Executes specific tasks and activities as per the project plan.

2.3.1.4. **Technical Lead:** Provides technical oversight and ensures the solution meets technical requirements.

2.3.1.5. **Quality Assurance (QA) Lead:** Ensures the quality of the deliverables through testing and validation.

2.3.1.6. **Stakeholders:** Include business owners, users, and other individuals or groups with a vested interest in the project.

2.4. Methodology

The methodology provides the framework and process for managing the project. The choice of methodology depends on the project type, complexity, and NLSA's needs

2.4.1. **Agile:** Ideal for projects requiring flexibility and iterative development. Projects are broken into small, manageable units (sprints) with regular feedback loops.

2.4.2. **Waterfall:** Suitable for projects with well-defined requirements and a linear process. Stages are sequential, and each phase depends on the successful completion of the previous one.

2.4.3. **Scrum:** A subset of Agile that involves short iterations (sprints) and continuous collaboration with stakeholders to deliver incremental features.

2.5. Scope Management

Effective scope management ensures that the project's deliverables are clear and achievable. Key steps include:

2.5.1. **Define Scope:** Clear documentation of what is in and out of scope for the project.

2.5.2. **Scope Creep Management:** Implement a formal process for managing scope changes, including impact assessment and stakeholder approval.

2.5.3. **Deliverables:** Each phase should have defined deliverables that are measurable and align with the project's objectives.

2.6. Time Management

Time management is crucial for meeting deadlines and staying within budget.

2.6.1. **Schedule Planning:** Develop a detailed timeline with milestones, deadlines, and dependencies.

2.6.2. **Task Assignment:** Assign tasks to team members with realistic timelines and ensure they are tracked for progress.

2.6.3. **Critical Path:** Identify and focus on the critical path to ensure that delays in critical tasks are avoided.

2.7. Quality Management

Quality management ensures the project delivers a product or service that meets the required standards.

2.7.1. **Quality Assurance:** Define quality criteria and ensure consistent quality checks throughout the project.

2.7.2. **Testing:** Plan and execute different levels of testing, including unit testing, integration testing, system testing, and user acceptance testing (UAT).

2.7.3. **Defects Management:** Track and resolve defects during the testing phase and post-delivery

2.8. Risk Management

Proactively managing risks is essential to avoid project delays and cost overruns.

2.8.1. **Risk Identification:** Identify potential risks during the planning phase and throughout the project.

2.8.2. **Risk Assessment:** Evaluate risks based on likelihood and potential impact.

2.8.3. **Mitigation Plans:** Develop risk mitigation strategies and contingency plans.

2.8.4. **Regular Risk Review:** Periodically review risks with stakeholders to update mitigation plans.

2.9. Communication Plan

Effective communication ensures all stakeholders are aligned and informed throughout the project.

2.9.1. **Internal Communication:** Regular updates to the project team, including status reports, progress meetings, and issue resolution.

2.9.2. **External Communication:** Regular updates to stakeholders and clients, including milestone reviews, feedback sessions, and final delivery reports.

2.9.3. **Documentation:** Maintain clear and accessible project documentation for reference and knowledge sharing.

2.10. **Change Management**

Managing changes ensures that all modifications to the project are controlled and evaluated.

2.10.1. **Change Requests:** All changes must be documented and approved by relevant stakeholders as per NLSA's change management policy before implementation.

2.10.2. **Impact Assessment:** Evaluate the impact of changes on time, budget, scope, and quality.

2.10.3. **Implementation:** Apply changes systematically and ensure proper communication of changes to the team and stakeholders.

2.11. **Project Closure and Evaluation**

At the completion of the project, ensure all deliverables are met and evaluate the project's success.

2.11.1. **Final Report:** Document the outcomes of the project, including success criteria, achievements, challenges faced, and lessons learned.

2.11.2. **Post-Implementation Review:** Conduct a review meeting with stakeholders to gather feedback and determine areas for improvement.

2.11.3. **Handover:** Transfer project deliverables, knowledge, and documentation to the operations or maintenance team.

3. **NLSA'S RIGHTS**

3.1. 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.

4. **DURATION OF THE PROJECT**

4.1. The appointed service provider shall make an undertaking that the delivery shall be concluded within 30 days after issuing the Purchase Order.

5. CONDITIONS OF RFQ

- 5.1. The NLSA reserves the right not to accept the lowest proposal.
- 5.2. The NLSA reserves the right to appoint one or more Bidders.
- 5.3. The NLSA reserves the right not to award the contract.
- 5.4. The NLSA reserves the right to have any documentation submitted by the successful Bidder checked or inspected by any other person or organisation.
- 5.5. The NLSA will not be held responsible for any costs incurred by the Bidder in the preparation and submission of the RFQ.
- 5.6. No upfront Payment will be done by NLSA.
- 5.7. The quotation is valid for a period of 30 days and may be extended at the discretion of the NLSA.

6. EVALUATION CRITERIA

6.1. Pre evaluation (standard bid documents)

- 6.1.1. Fully completed SBD 4 and SBD 6.1, forms.

6.2. 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.	Experience of the service provider in providing Project Management services as required by the NLSA. Provide five (5) contactable reference letters of the service provided within the past ten (10) years. The reference letters must be on a signed company's letterhead including, contact name(s), address, phone number, date and period of the contracted project, a brief description of the services that you provided and the level of satisfaction from the client. • 5 and more reference letters with all the required elements listed = 5 points	40		

	• 4 reference letters with all the required elements listed = 4 points • 3 reference letters with all the required elements listed = 3 points • 2 reference letters with all the required elements listed = 2 points • 1 reference letter with all the required elements listed = 1 points • 0 reference letters = 0 points NB. If a reference letter does not meet all the requirements listed, it will not be considered.			
2	Technical Evaluation A detailed proposal clearly outlining the following: • Approach and the process to be followed, to implement the project management services for the NLSA ICT department, with reference to how the project management process shall address the requirements as mentioned in the scope of work. Both requirements for proposal = 40 points Scope of work only = 20 points Project Methodology = 20 points Zero / no requirement = 0 points	40		
3	Certification A recognised project management certification Submitted project management certificate = 20 points No project Management certificate = 0 points	20		
	TOTAL POINTS	100		
	Minimum points to pass this evaluation stage	60		

6.3. 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): 100% Black owned (20 points), 10 points for other than 100% black owned.

6.4. Evaluation Criteria Stage 2: Pricing

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

6.4.2. The pricing schedule must clearly indicate the unit or item price as well as total price for the requested.

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

7. 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; lorraine.mongwe@nlsa.ac.za and quotations@nlsa.ac.za OR (012) 401 9766