



BID NUMBER PSSS/001/2016

TERMS OF REFERENCE

**Appointment of a Service Provider to Set-Up, Operate and Maintain a Project Management Office;
Implement a Project Management System and a SharePoint Solution for a period of 18 months**

1. Background to CATHSSETA

VISION STATEMENT

“A Leader in skills development within our diverse sector”

MISSION STATEMENT

“To facilitate skills development through strategic partnerships for CATHSSETA to contribute to economic growth”

The Skills Development Act (No 97 of 1998) (SDA) makes provision for the establishment of Sector Education and Training Authorities (SETAs) for each national economic sector and thereby aims to develop the skills of the South African workforce by increasing the investment in education and training in the labour market; and encouraging employers to play a meaningful role in developing employees, particularly the previously disadvantaged. The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) was established through the SDA, to research and establish nationally recognised Sector Skills Plan (SSP) supported by skills development programmes serving the interest of the following sectors:

- Arts ,Culture and Heritage
- Tourism and Travel Services
- Hospitality
- Gaming and Lotteries
- Conservation; and
- Sport, Recreation and Fitness

These sectors are diverse and unique and they play a significant role not only in the economy, but also in the broader quest for social cohesion and formulation of a unique South African national identity.

CATHSSETA’s critical success factors are described as the Key processes that deliver services to the CATHSSETA beneficiaries, i.e. learners and employers. The process is based on the three critical components of the CATHSSETA service delivery Value Chain:

- Facilitation of Learning Interventions. Involves facilitation of all skills development initiatives
- Quality Assurance of Skills Development. Involves accreditation of skills development facilitators, verification of learners, and development of occupational qualifications
- Employer engagements. Involves the receipt of levies and payments of grants.

The importance of the three areas are the points of integration between them.

For CATHSSETA to achieve its strategic objectives, it's important that these objectives are translated into initiatives that can be managed as projects so as to ensure that they are delivered within a pre-defined timeframes, budget and specific standards of performance.

The introduction of “management by project” approach will assist CATHSSETA in facilitating the translation of its strategic objectives to manageable actions. This is to ensure alignment of project management activities to its strategy and that all projects follow the same project management approach.

2. PMO Functions and Benefits

The PMO will be an integral part of the organisation and will interact with all areas that are involved in Project Management. It exists to provide the project management standards, policies, processes, and methods. It is a central organization that is staffed with skilled delivery Project Managers providing oversight and leadership services during the planning and execution of the projects within an organization.

The CATHSSETA **PMO** will perform the following integrated functions:

FUNCTION	DEFINITION	OBJECTIVES
Governance	To manage Governance processes and to maintain the PMO methodology environment	To establish standards and ensure compliance with the established standards. Ensure

	<p>including the newly defined standard processes procedures and templates.</p> <p>It supports a drive towards the first strategic objective of implementing sound corporate governance and service excellence through compliance with the legal framework.</p>	<p>all project audit evidence (records keeping and information management) is in place and provide independent assurance on the accuracy and completeness of the information.</p>
Reporting	<p>The reporting function will adhere to the Standards and Procedures established by the PMO's Governance and in compliance with all other legislated reporting requirements. It supports a drive towards the first strategic objective of implementing sound corporate governance and service excellence through compliance with the legal framework.</p>	<p>This function will co-ordinate all reporting including the monthly, quarterly, half yearly and annual reporting and progress and other mandatory standard and other top management reporting requirements.</p>
PMO Administration Support	<p>The PMO Support co-ordinate the Project Administration, and co-ordination services based on standards and templates defined</p>	<p>Provision of all project administration and coordination required in projects.</p>
Project Management Support	<p>The Project Management Support provide Project Management services for all projects based on the methodology, template and the systems implemented</p>	<p>Project Manage all the projects within CATSSETA</p>

Change Management Support	The Change Management Support ensures buy-in of all stakeholders to the PMO	All staff are participating in projects and fully understand their roles
Project Cost Support	To co-ordinate forward project planning, project budgeting and the monitoring of project expenditure for the Portfolio.	Facilitate the project planning and monitoring of expenditure for the projects. Department's ability to achieve their strategic objectives.
Contracts	To effectively support the management of contracts within the Department and to support the engagement of new contracts to ensure compliance with legal requirements.	Establish contracting standards, contracts registers, litigation monitoring processes and to produce developmental contracts for SMME
Document Management	To develop a central repository that will ensure capturing of all project documents and management of the documents	All project documents captured and managed in a central repository

Overall, CATSSETA would like to achieve the benefits outlined below with the implementation of the Project Management Office (PMO):

- Alignment to strategy
- Optimized portfolio of projects
- Reduced project costs
- Improved quality
- Reduced lead time to market
- Decreased scope changes
- Minimized project risk
- Quickened response to market opportunities

- Improved alignment of projects to corporate strategies
- Enhanced integration and resource management
- Heightened team involvement in all project phases
- Improved oversight of project activities enterprise-wide
- Centralized expertise and consolidated activities
- Improved communication of organizational vision and goals.

3. Detailed scope of services to be rendered by the service provider

Scope of Work

In order to meet the objectives of this project, the scope of work has been divided into 5 focus areas:

- Set up, Operate and Maintain a Project Management Office
- Supply and Implement a Project Management Tool
- Implement and configure Microsoft SharePoint
- Define and conduct a supporting Change Management programme
- Conduct Training on PMO processes, Project management tool, change management and SharePoint

Setup, Operate and Maintain Project Management Office (PMO) Scope

The successful bidder will be required to establish a PMO within CATHSSETA. The implementation is expected to include, but not be limited to:

- Understand the current project environment of CATHSSETA
- Understand in detail the current processes of project management
- Identify the PMO needs for CATHSSETA
- Develop a detailed business case for implementation of a PMO
- Develop the PMO charter
- Develop the PMO governance Structure
- Design the required methodologies based on best practice, covering scope management, cost management, issue management, risk management, contract

management, dependency management, schedule management, procurement management, project planning, etc.

- Design the detailed business processes for the adopted methodology
- Develop all the required templates to execute all the PMO processes
- Operationalise the PMO within the organisation including the regional offices
- Provide Human Resources to ensure that the methodologies and templates are used in real projects. The Human Resources should be outlined in terms of number resources; expertise and experience.

Supply and Implement Project Management Tool Scope

The project tool proposed should provide CATHSSETA with functionality that includes but is not limited to the following:

- Task Management
- Project Health Management
- Issue Management
- Risk Management
- Resource Management
- Comments Management
- Comprehensive reporting and dashboards
- Contains an embedded project management framework
- User Account Management and security
- Configuration management

Implement and Configure Microsoft SharePoint Scope

CATHSSETA requires Microsoft SharePoint to be configured in such a way that it will deliver capabilities that include but are not limited to the following:

1. Project Management Functionality
- Supply software and licences for a user base of 50 people (combination of project managers, administrators and project team members)
 - Maintain licenses to keep up with any changes in the number of users
 - Design an application architecture that supports organisational design

- Conduct workshops with the users to elicit the requirements and develop the detailed user requirements specifications
- Install the software
- Configuration of the software based on the specifications
- Design and implement a rollout plan that caters for all project teams
- Conduct User Acceptance testing
- Capture at least 5 projects as a Pilot to demonstrate the functionality to the organisation
- Improve on any configuration items based on the outcome of the pilot phase
- Administrator training for 10 people
- User training for 50 people, including management and executives
- Assist in data capturing for project documentation for a period of 8 months
- Maintenance is required a supplementary service for a period of 18 months. At least a technical resource should be available to assist CATHSSETA with any technical issues that might be required.

2. *Electronic Document Management*

- Develop an electronic document management system processes and procedures in conjunction with business requirements
- ***Scan and store documents***

The SharePoint Solution should include scanning facilities and store every document either scanned or saved directly from the desktop, email or fax based on the filing index and referenced accordingly. There should be a clear indication of when the document was added, e.g. the date it was added.

The SharePoint Solution should be able to route the scanned document to a specified folder.

- ***Provide Workflow:***

The SharePoint Solution should allow for the review and approval of documents.

The SharePoint Solution should allow for the configuration of rules based on applicable business processes e.g. confidential documents should be treated as such.

- **Records Management**

The service provider should conduct a process analysis and recommend a Records Management Process.

- **Audit Trail**

The SharePoint Solution should be able to keep a complete record of who viewed, modified, approved and changed information on the system.

- **Storage and Retrieval**

The SharePoint Solution should have the ability to allow full-text search to quickly find and retrieve information required. In addition it should have feature-rich document management functions such as check-out and check-in, version control and collaboration.

- **Confidentiality and Security**

The SharePoint Solution should have the capability to ensure confidentiality and security of all records stored.

- **System Security and User Access**

The SharePoint Solution should allow the organisation to create and specify role based security and access to the system.

3. Intranet-corporate portal

- Design and Develop intranet in accordance with business requirements

The following is the scope for the Sharepoint implementation:

- Conduct needs analysis to define business requirements
- Design and implement Enterprise Content Management Processes
- Design an architecture that addresses CATHSSETA document and collaboration needs
- Design a rollout plan that caters for CATHSSETA geographical organisational design
- Define workflows to support operational; processes
- Design and implement a document library that caters for CATHSSETA organisational design

- Define the access and permissions structure for accessing SharePoint
- Conduct administrator training for 10 people
- Maintenance and support services for a period of 18 months. At least a technical resource should be available to assist CATHSSETA with any technical issues that might be required.

Define and conduct a supporting Change Management Programme Scope

In order for CATHSSETA to fully realise the benefits of the PMO and the implementation of Sharepoint solution, Change Management is required to ease the organisation into a new working environment. Change Management will address the people side of the implementation. It will equip the end-users with skills and expertise to navigate the new PMO and the sharepoint system to ensure continuity and consistency in the organisation's productivity levels.

The overall objectives of Change Management within the sharepoint system implementation are as follows:

- Implement a holistic, planned and systematic change management programme and appropriate structures to manage and sustain the change process
- Ensure that changes to processes are accepted by the end-users through on-going assessment, communication, training and support
- Minimise disruption to the organisations during and after the implementation
- Facilitate leadership and employees understanding of the impact and benefits of the changes
- Create awareness, understanding and sustainable buy-in of the implementation by keeping all relevant stakeholders informed and up to date with regular, timely, accurate, relevant and appropriately articulated communication

The scope of Change Management covers the following areas:

- Conduct Change Readiness Assessments
- Develop a Change management strategy
- Build alignment and Leadership commitment

- Stakeholder Management;
- Communication Management
- Establishment of Change Network;
- Review existing Organisational design to align to PMO and tools;
- Skills transfer to change champions and super users
- Change Impact Analysis;
- Implementation of change Interventions
- New culture development processes

The Change Management intervention is required for the duration of 18 months.

- **Plan and Conduct Training scope**

For all the categories listed below, the same service provider is expected to demonstrate capacity to:

- Prepare training manuals backed by subject matter experts
- Facilitate and deliver training for delegates for all CATHSSETA staff impacted by the PMO and software tools
- Provide refresher sessions for existing and new staff over the 18 months period
- The scope for which the above will be created are:
 - a. General Project Management certification training for 3 people
 - b. Detailed PMO Methodology training for 3 people (This includes templates, and processes)

 - c. SharePoint system training; user and administrator training
 - i. administrator training for 10 people
 - d. Change management
 - i. Change Management Strategy
 - ii. Multiple workshops with staff

EVALUATION CRITERIA

4.Evaluation criteria That will be used to evaluate functionality		
Evaluation criteria	Sub evaluation criteria	Points allocation for sub-evaluation criteria
Response to the scope of work- (Implementation plan, Costing, Timeframes)	<ul style="list-style-type: none"> Implementation plan provided is fully completed and displays detailed costing and clear timeframes Implementation plan provided is completed and contains some costing and timeframes Implementation plan provided is incomplete and lacks detailed costing and clear timeframes 	50 25 10
Technical merits of the proposal received – (Methodology and Approach)	<ul style="list-style-type: none"> A complete, detailed methodology and practical approach as well as the well presentable and understandable layout. A methodology and practical approach as well as presentable layout. A very vague methodology with no clear and practical approach and layout. 	40 20 10
Demonstrated experience – detailed CV including reference summary for each key project personnel must be submitted for evaluation	<ul style="list-style-type: none"> + 10 years 6 – 9 years 1 – 5 years 	30 20 10
Experience in comparative projects	<ul style="list-style-type: none"> Execution of 5 or more comparative projects Execution of 3 or 4 comparative projects Execution of 1 or 2 more comparative projects 	30 20 10
5.Bidders must score a minimum qualifying score for functionality and motivate decision		
105 out of 150		

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6. Details of CATHSSETA role and functions in the service/project

The Service Provider will work under the direct supervision of the CATHSSETA PMO Manager.

The divisions involved will supply the information needed.

7. Monitoring and report requirements after contract is signed

The following reports/information should on a regular basis, be submitted to the CATHSSETA Administrator:

Management Reports

- First two weeks planning
- Bi weekly implementation reports
- Close out report in the last month
 - Preliminary closeout report
 - Final Close out report
- Any other reports that CATHSSETA may deem necessary.

On a monthly basis, the Successful Bidder shall meet with the CATHSSETA Corporate Services Director to report on progress of the work.

8. Price specification/ requirements

Firm price required

9. Requirements regarding pre-bid meeting

None

10. Validity period

Validity period: 90 days. The Bidder is required to confirm that it will hold its proposal valid for 90 days from the closing date of the submission of proposals, during which time it will

maintain without change, the personnel proposed for the services together with their proposed rates.

11. Available data/information to the potential supplier relevant to this bid

The CATHSSETA Strategic Plan, Sector Skills Plan and Annual Performance Plan are available on the CATHSSETA website. www.cathsseta.org.za

12. Transfer of knowledge and training

Yes – Skills transfer to relevant custodians

13. The following bid process will be followed

Description	Due Date
Briefing Session	None
Clarification until	20 October 2016
Proposal submission	26 October 2016
Evaluation of bid proposals	To be determined
Adjudication of bid proposals	To be determined
Inform successful bidder	To be determined
Successful bidder commences	To be determined

14. Evaluation process

Bid evaluation process if functionality/local content production is stipulated	Bid evaluation process if functionality is not a requirement
All bids duly lodged will be examined to determine compliance with bidding requirements and conditions.	All bids duly lodged will be examined to determine compliance with bidding

<p>Bids that do not meet the minimum qualifying score for functionality or minimum stipulated threshold for local content or production will be eliminated from further evaluation.</p> <p>The responsive proposals will then be evaluated further based on the 90/10 preference point system in terms of the PPPFA Act and its regulations 2011.(See SBD 6.1)</p> <p>The contract will be awarded to the bid proposal that scored the highest total number of points.</p>	<p>requirements/ specifications and other conditions.</p> <p>The responsive proposals will then be evaluated further based on the 90/10 preference point system in terms of the PPPFA Act and its regulations 2011.(See SBD 6.1)</p> <p>The contract will be awarded to the bid proposal that scored the highest total number of points.</p>
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