

## **TERMS OF REFERENCE FOR THE APPOINTMENT OF A SUITABLE SERVICE PROVIDER TO PROVIDE PROJECT MANAGEMENT SERVICES**

### **1. INTRODUCTION**

The Mining Qualification Authority (MQA) is a public entity established in terms of section 45 of the Mine Health and Safety Act No. 29 of 1996 (MHSA) and is a Sector Education and Training Authority (SETA) in terms of item 4A to the second schedule of the Skills Development Act, Act no. 97 of 1998 (SDA). The MQA is listed as a schedule 3(a) public entity in terms of the Public Finance Management, Act no. 1 of 1999 (PFMA) and has an Accounting Authority (the Board) that is constituted in terms of the MHSA, the SDA, and its constitution.

The MQA is expected to inter alia respond to the National Development Plan (NDP) which aims to eliminate the historical and structural poverty, unemployment and reduce inequality by 2030. The NDP seeks to build the capacity of South African citizenry to ensure that South Africa has adequate, appropriate, and high-quality skills for economic growth, employment, and social development. The National Skills Development Plan (NSDP) among others, responds to it by outlining outcomes to be met by various agencies through various interventions to increase access to high quality and relevant education and training and skills development opportunities, including workplace learning and experience, to enable effective participation in the economy and society by all South Africans and reduce inequalities.

### **2. BACKGROUND**

The MQA is in the process of implementing its integrated MIS and ERP project which commenced on 17 October 2024 and the anticipated for completion by the 15<sup>th</sup> of December 2026, with the project amount range of R25 – R30m.

The IMIS part of the project entails development of modules from scratch and the ERP part will use mostly off-the-shelf products (with some customization for MQA operations).

The main objective of the IMIS and ERP project is to automate the core functions within MQA with the following functional Units being prioritised:

2.1 Quality Assurance	2.7 Customer Services and Communications
2.2 Skills Development & Research	2.8 Finance
2.3 Learning Programmes	2.9 Legal
2.4 Strategic Planning	2.10 Facilities
2.5 Stakeholder Relations	2.11 Information Technology
2.6 Risk, Monitoring & Evaluation	2.12 Human Resource

The following project artifacts have already been approved:

- Project Plan,
- Project Schedule and
- all other project governance-related documentation.

The following project governance structures have also been established:

- Project Board established; and
- Project Operations Committee

Over and above the mentioned artifacts, the following project governance artifacts have also been completed:

- Establishment of clear guidelines and standards for project planning, execution, monitoring, and control to ensure projects are delivered on time and within budget.
- Definition and implementation of consistent project management methodologies, processes, and templates to ensure projects are executed in a standardized and efficient manner.
- Management and allocation of resources (people, equipment, budget) across multiple projects to ensure optimal utilization and efficiency.

In terms of the project planning or schedule the overall project completion is at an approximate percentage level of 5% which includes the infrastructure / environment setup and two (2) modules in the ERP stream being fully developed and currently live (on production).

The project is following an agile methodology and therefore, as indicated above, modules are deployed as and when they are completed in line with the project plan and the MQA value-chain.

### 3. PURPOSE OF THE REQUEST FOR PROPOSALS

The MQA requires the services of a qualified and experienced IT / ICT Project Management service provider to provide project management service for the MQA for the period ending on the 15 Dec 2026. The required service provider will be responsible for the management and monitoring the remaining development and implementation of the IMIS & ERP project.

### 4. SCOPE AND DEFINITION OF WORK

The appointed service provider will provide project management services for a currently running ERP/IMIS project. The service will include, but not limited to:

- 4.1 Monitoring of project performance against established metrics and benchmarks.
- 4.2 Facilitating the communication and collaboration among project teams and stakeholders.
- 4.3 Manage and control project scope to ensure projects stay on track and within budget.
- 4.4 Managing of project timelines to ensure projects are delivered on time.
- 4.5 Ensuring project meets quality standards and expectations.
- 4.6 Prepare reports and present reports at various MQA governance structures, including MQA Board, Audit and Risk Committee, Project Board and Project Operations Committee.

### 5. DELIVERABLES

The appointed service provider shall deliver the following:

- 5.1 Ensure that the scheduled project activities are completed within stipulated timelines and within budget.
- 5.2 implementing consistent project management methodologies, processes, and templates to ensure projects are executed in a standardized and efficient manner.
- 5.3 Monitoring of project performance against established metrics and benchmarks.
- 5.4 Facilitating the communication and collaboration among project teams and stakeholders.
- 5.5 Manage and control project scope to ensure projects stay on track and within budget.
- 5.6 Managing of project such that it is delivered within budget.
- 5.7 Ensuring project meets quality standards and expectations.

Important Note:

- The approved project governance related documentation /s will **ONLY** be shared with a successful service provider.

## 6. Duration of the contract

- 6.1 The successful bidder will be appointed to render the requisite service for up until the 15 Dec 2026.
- 6.2 Work will start upon signing the service provider contract.
- 6.3 Although the exact scheduling of inputs and allocation of days will be agreed to between the MQA and the consulting team, it is envisaged that the assignment will be carried out in five missions as outlined in Table 1.

No	Broad Tasks	Administrators/ Coordinators	Project Manager
1	Produce project progress report (Weekly and/or Monthly)	X	X
2	Update project risk register	X	X
3	Run Project Operations Meetings		X
4	Run Project Board Meetings		X
5	Communicate project progress (through project management reports and dashboards), including making presentations at various MQA committees	X	X
6	Monitoring of project performance against established metrics and benchmarks.	X	X
7	Coordinate and brief all team members involved in each project.		
8	Ensure projects are executed within budget and in accordance with company guidelines.	X	
9	Track and monitor project progress, identifying and managing any deviations from the plan.		X
10	Disseminate project updates and reports to clients and stakeholders at every project stage.	X	X
11	Perform project related activities as instructed by the Project Manager	X	

Table 1

## 7. INTEGRITY AND CONFLICT OF INTEREST

- 7.1 The service provider shall, always, exhibit the highest level of integrity in the performance of all professional assignments and will accept only assignments for which there is a reasonable expectation that the assignment will be completed with professional competence.
- 7.2 The successful service provider is required to conduct the assignment and compile the required reports and or information with the utmost integrity and honesty and collect

sufficient, appropriate evidence to ensure that the ultimate solution will assist the MQA to achieve its organisational goals and objectives.

## **8. PROJECT MANAGEMENT**

The service provider appointed shall be given instructions by or shall report to the Senior Manager IT.

## **9. PROJECT PROPOSAL**

The successful bidder will be required to submit the following:

- 9.1 A short profile of the bidder
- 9.2 All the documents required as per the evaluation criteria.
- 9.3 Details of the cost/fee breakdown for the services to be rendered.

## **10. PROJECT PLAN**

The project plan for the project has already been approved, however may require revision based on the business requirements in line with the SETA value chain

## **11. PROJECT PRICING**

- 11.1 The amount quoted for each project resource (Project Manager, Project Administrator, etc.) must be denominated in South African Rand, and should include VAT.
  - 11.1.1 The quoted cost must be for the period ending in December 2026.
- 11.2 The MQA may subject the award of the proposal to price negotiation with the preferred service provider. This will, however, be exercised subject to the following principles.
  - 11.2.1 Negotiation may not allow any preferred service provider a second or unfair opportunity.
  - 11.2.2 Is not detriment of any other prominent service provider; and
  - 11.2.3 Does not lead to higher price than the proposal as submitted.

## **12. EVALUATION CRITERIA**

Proposals for the appointment of the service providers will be evaluated in three (3) phases. The first phase will be compliance, the second phase will be functionality, and the third phase will be pricing and specific goals in accordance with the Supply Chain Management

Procurement policies (Preferential Point System). A bidder will only go to the next phase of evaluation if they have met the requirements of the previous phase of evaluation.

## **12.1 PHASE ONE (1): COMPLIANCE**

### **RETURNABLE DOCUMENTS TO BE SUBMITTED**

- 12.1.1 Proof of registration on Central Supplier Database System (CSD)
- 12.1.2 Valid Tax Clearance Certificate (Refer to SBD 2: Tax Clearance Certificate Requirements) or Tax PIN;
- 12.1.3 B-BBEE Certificate of Measured Entity (if no certificate is received, a score of zero will be allocated for evaluation purposes);
- 12.1.4 SBD 4: Declaration of Interests Form fully completed and appropriately signed;
- 12.1.5 SBD 6.1: Preference Points Claim Form, fully completed and appropriately signed;

**NB: Prominent Service providers who fail to submit the above documents will be disqualified and will not be evaluated further, however, to the extent that the applicable laws and regulations permit, Prominent Service providers will be contacted to address outstanding information within a reasonable timeline as determined by the MQA. The request for such outstanding information will not be information that affects the substance of the proposal or that gives a Prominent Service provider unfair advantage to the other bidders.**

## **12.2 PHASE TWO (2) FUNCTIONALITY**

The proposal will be evaluated on a five-point scale as follows:

- 0 = Required documents not submitted.
- 1 = Poor, does not meet criteria.
- 2 = Fair, less than acceptable. Not sufficient for performance requirements.
- 3 = Satisfactory, adequate for the performance requirements.
- 4 = Very good, above the average compliance to the requirement.
- 5 = Excellent, exceptional mastery of the requirement



KPA	ELEMENT	WEIGHT	Scoring Matrix
KPA	FUNCTIONAL	100	
<b>Institutional or Organisational experience in IT ERP Project Management in the public sector.</b>	<p>Provide a minimum of 3 Reference Letters indicating the project management of the implementation of the ERP and / or MIS in the public sector (SETA experience will be an added advantage)</p> <p>For the reference letter to comply it must have the following:</p> <ul style="list-style-type: none"> <li>➤ be on the client's letter head, signed by relevant officials, dated, with contactable details (email/phone numbers), work <b>finished / completed</b> after 30 April 2021.</li> <li>➤ Explaining or narrating the project management work done within the same scope.</li> <li>➤ Confirming that the work was executed successfully within timeframes.</li> <li>➤ Demonstrating project management or ERP &amp; IMIS system implementation experience in the public sector environment</li> </ul>	20	<p>0=No compliant reference letters submitted</p> <p>1=1 compliant reference letter provided</p> <p>2=2 compliant reference letters provided</p> <p>3=3 compliant reference letters provided.</p> <p>4=4 compliant reference letters provided.</p> <p>5=5 or more compliant reference letters provided</p>

<p><b>Experience and Qualifications of an IT Project Manager</b></p> <p>The proposal must indicate the name of a person(s) or resource(s) to be evaluated, failure to indicate the role will result in a score of zero (0) being awarded.</p>	<p>Provide a CV and certified copies of qualifications.</p> <p><b>Experience</b> A suitable Project Manager must have a minimum of 3 years of experience working on the implementation of IT systems in the public sector environment.</p> <p><b>Qualifications</b> A suitable Project Manager must have</p> <ul style="list-style-type: none"> <li>Valid (not expired) Prince 2 Practitioner (Not only Prince 2 Foundation) or</li> <li>Project Management Professional (PMP)</li> </ul>	30	<p>0= No compliant CV submitted. OR No valid qualifications provided. OR CV with less than 12 months experience</p> <p>1 = A compliant CV provided of qualified personnel with 12 – 24 months relevant experience and any 1 of the listed qualifications.</p> <p>2 = A compliant CV provided of qualified personnel with 25 – 36 months relevant experience and any 1 of the listed qualifications.</p> <p>3 = A compliant CV provided of qualified personnel with 37 – 48 months relevant experience and any 1 of the listed qualifications.</p> <p>4 = A compliant CV provided of qualified personnel with 49 – 60 months relevant experience and any 1 of the listed qualifications.</p> <p>4 = A compliant CV provided of qualified personnel with above 60 months relevant experience and any 1 of the listed qualifications.</p>



<b>Project Manager's SETA experience</b>	CV indicating that the Project Manager has worked on SETA's MIS or ERP projects.	10	<p>0= less than a 12 months experience on MIS or ERP SETA implementation experience as a Project Manager</p> <p>1 = 12 months or more experience on MIS or ERP SETA implementation experience as a Project Manager</p>
<b>Experience and Qualifications of a Project Administrator 1 or Coordinator 1</b>	<p>Provide a CV and certified copies of qualifications.</p> <p><b>Experience</b></p> <p>A suitable Project Administrator or Coordinator must have a minimum of 1-2 years of experience as a project administrators or coordinators.</p> <p><b>Qualifications</b></p> <p>A suitable Project Manager must have at least</p> <ul style="list-style-type: none"> <li>• Prince 2 Foundation or</li> <li>• Any other Project Management qualification</li> </ul>	20	<p>0= No compliant CV submitted OR No valid qualifications provided. OR CV with less than 12 months experience</p> <p>1 = A compliant CV provided of qualified personnel with 12 – 24 months relevant experience and any 1 of the listed qualifications.</p> <p>2 = A compliant CV provided of qualified personnel with 25 – 36 months relevant experience and any 1 of the listed qualifications.</p> <p>3 = A compliant CV provided of qualified personnel with 37 – 48 months relevant experience and any 1 of the listed qualifications.</p> <p>4 = A compliant CV provided of qualified personnel with 49 – 60 months relevant experience and any 1 of the listed qualifications.</p> <p>5 = A compliant CV provided of qualified personnel with above 60 months relevant experience and any 1 of the listed qualifications.</p>

<b>Experience and Qualifications of a Project Administrator 2 or Coordinator 2</b>	<p>Provide a CV and certified copies of qualifications.</p> <p><b>Experience</b></p> <p>A suitable Project Administrator or Coordinator must have a minimum of 1-2 years of experience as a project administrators or coordinators.</p> <p><b>Qualifications</b></p> <p>A suitable Project Manager must have at least</p> <ul style="list-style-type: none"><li>• Prince 2 Foundation or</li><li>• Any other Project Management qualification</li></ul>	20	<p>0= No compliant CV submitted</p> <p>OR</p> <p>No valid qualifications provided.</p> <p>OR</p> <p>CV with less than 12 months experience</p> <p>1 = A compliant CV provided of qualified personnel with 12 – 24 months relevant experience and any 1 of the listed qualifications.</p> <p>2 = A compliant CV provided of qualified personnel with 25 – 36 months relevant experience and any 1 of the listed qualifications.</p> <p>3 = A compliant CV provided of qualified personnel with 37 – 48 months relevant experience and any 1 of the listed qualifications.</p> <p>4 = A compliant CV provided of qualified personnel with 49 – 60 months relevant experience and any 1 of the listed qualifications.</p> <p>5 = A compliant CV provided of qualified personnel with above 60 months relevant experience and any 1 of the listed qualifications.</p>
<b>Total</b>		<b>100</b>	

**All service providers who will score less than 80 out of 100 points for functionality will not be considered further and will be regarded as having submitted a non-responsive proposal.**

### 12.3 PHASE THREE (3): PRICING AND SPECIFIC GOALS

During the third phase proposals will be evaluated using the 80/20 preference points system in accordance with the PPPFA guidelines. Based on this system the points will be allocated as follows:

Criteria	Points
Price	80
Specific goals	20

Specific goals Points will be awarded to a bidder in accordance with the table below:

PREFERENCE GOAL	80/20	Documents for verification
<b>GOAL 1 – B-BBEE Status</b>		
<b>Level of Contributor</b>	<b>15</b>	
<b>Maximum Points</b>		
1	15	B-BBEE Certificate/Sworn Affidavit
2	14	B-BBEE Certificate/Sworn Affidavit
3	10	B-BBEE Certificate/Sworn Affidavit
4	8	B-BBEE Certificate/Sworn Affidavit
5	6	B-BBEE Certificate/Sworn Affidavit
6	5	B-BBEE Certificate/Sworn Affidavit
7	4	B-BBEE Certificate/Sworn Affidavit
8	2	B-BBEE Certificate/Sworn Affidavit
Non-compliant contributor	0	

<b>GOAL 2 – Promotion of Black Woman/Youth/Disable/Rural Area</b>		<b>Documents for verification</b>
<b>Maximum Points</b>	<b>5</b>	
Business owned by equal to or more than 50% black people who are woman	2	B-BBEE Certificate/Sworn Affidavit
Business owned by equal to or more than 50% black people who are youth	1	B-BBEE Certificate/Sworn Affidavit

Business owned by equal to or more than 50% black people with disability	1	B-BBEE Certificate/Sworn Affidavit
Business owned by equal to or more than 50% black people living in rural areas	1	B-BBEE Certificate/Sworn Affidavit

Service Providers must submit original and valid B-BBEE Status Level Verification Certificate or certified copies thereof, issued by accredited Verification Agencies by SANAS or Registered Auditor approved by the Independent Regulatory Board of Auditors (IRBA), together with their bids, to substantiate their B-BBEE claims. Exempted Micro Enterprise must submit a letter from the Accounting Officer who is appointed in terms of the Close Corporation Act.

Service Providers who do not submit B-BBEE Status Level Verification Certificate or Sworn Affidavit are non-compliant contributors to be B-BBEE and do not qualify for preference points for specific goals.

The MQA is an equal opportunity and affirmative action employer. It shows the same commitment to those who wish to provide services to the MQA via the procurement process. It should be noted that regard will be given to those proposals from persons or companies which were previously disadvantaged, or which show evidence of skills transfer and representativeness. This does not preclude the formation of consortiums or the inclusion of proposals on how this project can be used to further the aims of transformation.

### 13. TERMS AND CONDITIONS OF THE BID

- 13.1 Awarding of this contract will be subject to the service provider's acceptance of the Supply Chain Management's general conditions of contract.
- 13.2 The MQA reserves the right to terminate the contract if there is clear evidence of non-performance and or poor quality of work.
- 13.3 MQA may at its sole discretion, award an assignment or any part thereof to more than one bidder (s).
- 13.4 Payment will only be made for acceptable work completed and timeously delivered.

- 13.5 The MQA may undertake due diligence to qualifying service provider to ascertain functionality.
- 13.6 Mining Qualifications Authority reserves the right not to award the bid to service providers.
- 13.7 Any suggestions during the progress meetings, once accepted by both parties, shall form part of the contract.

