

TERMS OF REFERENCE FOR THE APPOINTMENT OF A SERVICE PROVIDER TO FACILITATE THE DEPARTMENT OF MINERAL AND PETROLEUM RESOURCES (DMPR) STRATEGIC PLANNING PROCESS FOR A PERIOD OF FOUR (4) MONTHS

1. BACKGROUND AND MOTIVATION

- 1.1. The Department of Mineral and Petroleum Resources (DMPR) is mandated to promote and regulate the mineral and petroleum sectors to ensure that the nation's mineral and petroleum resources contribute to economic growth, transformation, investment attraction, job creation, environmental sustainability, and energy security.
- 1.2. The Department has approved its Strategic Plan 2025–2030, which identifies strategic priorities aimed at:-
 - Increasing investment in mineral and petroleum exploration;
 - Promoting sustainable mining and petroleum development;
 - Strengthening regulation and compliance;
 - Enhancing beneficiation and value addition;
 - Supporting transformation and inclusive growth;
 - Promoting health and safety in the mining industry;
 - Strengthening institutional capability and governance; and
 - Driving digital transformation and modernization of regulatory systems
- 1.3 The Department operates within a dynamic environment characterised by evolving economic conditions, technological advancements, global energy transitions, regulatory developments, infrastructure constraints, investment challenges, and emerging opportunities in both the mining and petroleum sectors.
- 1.4 In preparation for the performance planning cycle for the 2027/28 financial year and to support the effective implementation of the Strategic Plan 2025–2030, the Department requires the services of an independent and experienced facilitator to guide the departmental strategic planning process.

- 1.5 The strategic planning process will provide an opportunity for Executive Management and senior officials to assess organizational performance, evaluate strategic priorities, identify risks and opportunities, and develop strategic interventions that will strengthen service delivery and organizational performance.
- 1.6 The strategic planning process must be aligned with: -
- The National Development Plan (NDP) Vision 2030;
 - The Medium-Term Development Plan (MTDP);
 - The Revised Framework for Strategic Plans and Annual Performance Plans;
 - Government priorities and outcomes;
 - The DMPR Strategic Plan 2025–2030; and
 - Applicable legislative and policy frameworks governing the mineral and petroleum sectors.
- 1.7 The strategic planning process will involve the Executive Authority, Executive Management, State-Owned Entity (SOE) Heads, Branch Heads, Chief Directors, and other officials designated by the Department.
- 1.8 The appointed service provider will be required to facilitate the strategic planning engagements and produce a comprehensive Strategic Planning Report containing findings, recommendations, risks, strategic interventions, and implementation roadmap.

2. CONTRACT PERIOD

- 2.1 The Department of Mineral and Petroleum Resources (DMPR) intends to appoint a service provider for the period of four (4) months, commencing from the date of signature of the Service Level Agreement (SLA), to facilitate the Department's strategic planning process.

3. OBJECTIVE

- 3.1. To appoint a suitably qualified and experienced service provider to facilitate the Department of Mineral and Petroleum Resources Strategic Planning Process.

4. SCOPE OF WORK

4.1 The service provider shall:

4.1.1 Develop a detailed project plan outlining the methodology, activities, timelines, milestones, resources and deliverables.

4.1.2 Conduct consultations with the Strategy Management and Planning Directorate and relevant stakeholders.

4.1.3 Facilitate integrated planning and evaluation of the DMPR Strategic Plan 2025–2030 and Annual Performance Plan 2026/27 using relevant planning and policy documents, including:

- Medium-Term Development Plan;
- National Development Plan 2030;
- Relevant sector policies and legislation;
- Previous strategic planning reports and resolutions; and
- Departmental Annual Reports.

4.1.4 Environmental Analysis

4.2 Facilitate discussions and analyses relating to:

4.2.1 External Environment

- Political factors;
- Economic factors;
- Social factors;
- Technological developments;
- Environmental considerations; and
- Legislative and regulatory developments.

4.2.2 Internal Environment

- Organizational performance;
- Governance and accountability;
- Human resource capacity;
- Organizational structure;
- Systems and processes;
- Financial sustainability; and

- Digital transformation initiatives.
- 4.2.3 SWOT Analysis facilitates a comprehensive assessment of:
- Strengths;
 - Weaknesses;
 - Opportunities; and threats
- 4.2.4 Facilitation of the Strategic Planning Session
- The service provider shall facilitate a departmental strategic planning session to:
- 4.2.5 Assess progress in implementing the Strategic Plan 2025–2030.
- 4.2.6 Review the relevance and responsiveness of strategic outcomes and performance indicators of government priorities and sector demands.
- 4.2.7 Assess alignment between:
- Strategic outcomes, output indicators and performance targets;
 - Programs;
 - Budget allocations;
 - Organizational structure;
 - Performance indicators and targets; and
 - SOE contributions to departmental planning documents.
- 4.2.8 Identify strategic, governance and compliance risks and mitigation measures.
- 4.2.9 Facilitate discussions on emerging priorities within the mineral and petroleum sectors.
- 4.2.10 Identify strategic interventions required to improve organisational performance and service delivery.
- 4.2.11 Facilitate discussions on implementation challenges and corrective measures.
- 4.2.12 The service provider shall:
- Prepare facilitation material;
 - Guide discussions and breakaway sessions;
 - Record proceedings and resolutions;
 - Build consensus among participants; and
 - Present findings and recommendations.

5. DELIVERABLES OR PROJECT OUTPUT AND/OR OUTCOME

5.1 DMPR STRATEGIC PLAN FACILITATION

5.1.1 The service provider shall provide the following deliverables:

Deliverable	Description
Inception Report	Detailed methodology, project plan, timelines, and stakeholder engagement approach
Environmental Analysis Report	Summary of strategic environment assessment, PESTEL analysis, SWOT analysis, and key trends
Strategic Planning Facilitation	Facilitation of the departmental strategic planning session
Proceedings Report	Comprehensive record of discussions, findings, and resolutions
Strategic Intervention Framework	Recommended strategic interventions and implementation actions
Final Strategic Planning Report	Consolidated report containing outcomes, output indicators, proposed performance targets, recommendations, implementation roadmap, and action plan
Executive Management Presentation	Presentation of key findings and recommendations arising from the Strategic Planning Report

6. EVALUATION CRITERIA

This bid will be evaluated in three stages: functionality, administrative compliance, and the point-scoring system.

6.1. Gate 01 – Mandatory requirements

6.1.1. Mandatory requirements shall not be applicable to this bid/project.

6.2. Gate 02 - Functionality

Bidders will be scored in terms of the functional requirements indicated in the table below. The corresponding points and weightings will be used to calculate the overall score a bidder has achieved. The minimum threshold for this bid is **70%**. Bidders who score less than **70%** will be disqualified. Only bidders who score **70%** and more will be considered further.

NO	CRITERIA	SCORING	WEIGHTS
1.	Company Experience: i) The Service provider should have experience in strategy formulation and facilitation of the strategic planning sessions in the government ii) Signed letters from contactable referees, indicating that similar project/s was/were executed.	5 projects executed = 5 points 4-projects executed = 4 points 3 projects executed = 3 points 2 projects executed = 2 points 1 project executed = 1 point	35
2.	Project Manager Qualifications i) The Project Manager must have an appropriate certificate/ bachelor's degree or an appropriate postgraduate diploma in Business/Public Management/Administration/ Strategic Management/Economics / Statistics/Monitoring & Evaluation/BCom /Auditing / Engineering/law.	NQF level 9 & above = 5 points NQF level 8 = 4 points NQF level 7 = 3 points NQF level 6 = 2 points NQF level 5 = 1 point	25

3.	Project Plan i) Project Plan: Detailed Project / Execution Plan and Management should be attached.	• Detailed project plan with project scope, milestones, timelines, costs, resources, roles and responsibilities, risks, quality assurance & communication plan (all elements provided) = 5 points • Detailed project plan with project scope, milestones, timelines, costs, resources, roles and responsibilities, risks, quality assurance & communication plan (Two elements less) = 4 points • Detailed project plan with project scope, milestones, timelines, costs, resources, roles and responsibilities, risks, quality assurance & communication plan (4 elements less) = 3 points • Inadequate Project Plan= 2 points • No Project and logistical plan = 0 points	30
	Skills Transfer	• Detailed plan of capability to transfer skill = 5 points • Non-submission of plan of capability: Transfer skill not provided = 1 point	10
Total			100

Formula: $\frac{A}{B} \times 100 = C\%$

Where: A = Total score for the bid under consideration.
B = Maximum possible score.
C = Percentage score for the bid under consideration.

6.3. Gate 03 - Administrative compliance

- (i) Compliance with the specification/terms of reference.
- (ii) Fully completed SBDs (duly signed and dated) listed hereunder:
 - SBD 1
 - SBD 4
 - SBD 6.1
- (iii) The following will be regarded as noncompliance.
 - Price amendments / other amendments without signature/initials.
 - Use of correctional fluid.
 - Completion of the bid document in coloured ink other than black ink.
- (iv) Bidders are required to submit a company profile.

6.4. Gate 04 – Point Scoring System

- 6.4.1 Bids will be evaluated on the 80/20 preference point system as outlined in the Preferential Procurement Regulation of 2022.
 - Price points = 80
 - Preferential points = 20
- 6.4.2 The bidder that scores the highest points in this phase will be awarded the tender.
- 6.4.3 Should more than one bidder score the same number of points, the award will be made to the bidder who scores more points on specific goals.
- 6.4.4 Should there be more than one bidder who scores the same number of points overall and the same points on specific goals, the award will be made to the bidder who scored the highest points on functionality.
- 6.4.5 Should there be more than one bidder who scores the same number of points in all aspects, the bid will be determined by the drawing of lots.
- 6.4.6 The preferential points will be allocated in terms of the Departmental objectives on specific goals. Point allocation on specific goals is tabulated hereunder.

6.4.7 Bidders who do not submit proof (means of verification) of specific goals claimed will not qualify for preference points for specific goals.

Specific Goal	Number of points (80/20 Preference System)	Means of Verification
Enterprise owned by Black people	4	Identity documents and CIPC document
Enterprise owned by Women	4	Identity documents and CIPC document
Enterprise owned by Youth	4	Identity documents and CIPC document
Enterprise owned by disabled persons	4	Medical certification
Enterprise owned by SMMEs (QSE or EME)	4	B-BBEE certificate issued by a SANAS-accredited agency or DTIC, or a sworn affidavit

NB: Ownership = 51% of the company's shares.

Designated group/person that is part of the entity's directorship but has less than 51% share = points will be calculated on a pro-rata basis in relation to the share/s held by the designated group/persons.

E.g.	Number of women directors	= 01
	Shares owned by women	= 20%
	Specific goal for women	= 4 points
	Points claimable for women's ownership	= $\frac{20}{100} \times 4 = \mathbf{0.8 \text{ points}}$

7. REPORTING REQUIREMENTS

- 7.1. A kick-off meeting for the plenary will be convened with the Project Manager, and feedback on progress status will be provided as and when necessary.
- 7.2. The venue for these meetings will be virtual and/or physical at the Department of Mineral and Petroleum Resources' Head Offices, Trevena Campus, Cnr Francis Baard & Meintjies Streets, Sunnyside, Pretoria. The service provider's Project Manager will be obliged to attend and will report to the respective project managers from the Department.

- 7.3. Any patents or copyrights developed from this project will belong to the Department of Mineral and Petroleum Resources.
- 7.4. The service provider will be expected to provide all the project management documents in line with the Department of Mineral and Petroleum Resources' methodology.

8. WORK PLAN AND METHODOLOGY

- 8.1. A project plan with intermediate and final outputs and identified timeframes/milestones/resources (the project plan should be detailed and in Microsoft Project format or equivalent project management tool.
- 8.2. Proposed methodology.
- 8.3. Management of the project.
- 8.4. The successful service provider will be required to present their Project Execution Plan.
- 8.5. The service provider needs to note that the Department uses a Microsoft technology stack and intends to use all available Microsoft technologies to the best of its ability.

9. ROLES AND RESPONSIBILITIES

- 9.1. A Service Level Agreement will be entered into with the successful service provider, which will include, *inter alia*, obligations of the Department of Mineral and Petroleum Resources and the successful service provider.
- 9.2. The Department of Mineral and Petroleum Resources reserves the right to appoint more than one service provider for the project.
- 9.3. The successful service provider must develop a detailed project schedule/plan.
- 9.4. The successful service provider will be required to submit a payment schedule providing projections for the period of four (4) months on work performed.
- 9.5. The service provider shall disclose all information in its proposal regarding any interests that may result in an actual or perceived conflict of interest.

10. CONFIDENTIALITY OF INFORMATION

- 10.1. The names of all the members of the service provider team must be disclosed for the prior approval of the Department of Mineral and Petroleum Resources. Any changes, replacements, and additions should be submitted for prior approval of the Department of Mineral and Petroleum Resources.

- 10.2. All members will have to sign a non-disclosure agreement before the project commencement and may be required to undergo security screening and tests as the Department of Mineral and Petroleum Resources deems necessary.

11. PAYMENT

- 11.1. The Department will not make an upfront payment to a successful service provider. Payment will only be made in accordance with the delivery of service that will be agreed upon by both parties and upon receipt of an original invoice.
- 11.2. Payments will only be made in accordance with the delivery of services and after receipt of an original invoice.

12. TAX CLEARANCE CERTIFICATE

- 12.1. The potential service provider/s must ensure compliance with their tax obligations.
- 12.2. The potential bidder/s is/are required to submit their unique personal identification number (PIN) issued by SARS to enable the organ of state to view the taxpayer's profile and tax status.
- 12.3. Application for tax compliance status (TCS) or PIN may also be made via e-filing. To use this provision, taxpayers will need to register with SARS as e-filers through the website www.sars.gov.za.
- 12.4. The potential bidder may also submit a printed TCS together with the proposal.
- 12.5. In proposals where consortia / joint ventures / sub-contractors are involved, each party must submit separate proof of TCS / PIN / CSD number.
- 12.6. Where no TCS is available, but the potential bidder/s is registered on the central supplier database (CSD), a CSD number must be provided.

13. DOCUMENTATION

13.1. DOCUMENTATION TO BE PROVIDED BY THE DEPARTMENT

- 13.2. The Department shall provide:
- Strategic Plan 2025–2030;
 - Annual Performance Plan 2026/27;
 - 2024/25 Annual Report;

- Relevant sector legislation and policies;
- Previous strategic planning reports and resolutions;
- Relevant planning and performance information.

14. COST / PRICING

- 14.1. The bidders are requested to provide a quoted proposal regarding the work to be undertaken.
- 14.2. Bidders are required to indicate a ceiling price based on the total estimated time for completion of all phases, including all expenses, inclusive of all applicable taxes for the project. The total cost must be VAT-inclusive and should be quoted in South African Rands (i.e., ZAR).
- 14.3. Bidders should provide hourly rates as prescribed by the Department of Public Service and Administration (DPSA), Auditor-General (AG) or the body regulating the profession of the consultant.
- 14.4. Bidders should provide (Subsistence & Travel (S&T) rates that are aligned with the National Treasury instruction note as follows:
 - i) Hotel Accommodation – R1700 per night per person, including breakfast, dinner, and parking.
 - ii) Air travel must be restricted to economy class.
 - iii) Claims for kilometres may not exceed the rates approved by the Automobile Association of South Africa.

15. CONDITIONS OF THE CONTRACT

- 15.1. The General Conditions of Contract must be accepted as these are issued by the National Treasury and are non-negotiable.
- 15.2. The successful service provider will sign a confidentiality agreement regarding the protection of the Department of Mineral and Petroleum Resources' information that is not in the public domain.
- 15.3. The successful service provider shall ensure that the contract is executed in line with the scope of work.
- 15.4. The successful service provider may be subjected to security screening by the State Security Agency.

- 15.5. The Department of Mineral and Petroleum Resources reserves the right to verify the authenticity of the information submitted; any falsified information may result in the disqualification or cancellation of the contract.
- 15.6. The Department reserves the right to terminate the contract should the appointed service provider.
- 15.7. The provider misrepresents itself and cannot meet the requirements of the contract (which might result in the Department failing to deliver on its mandate).

16. FORMAT OF SUBMISSION OF PROPOSAL

- 16.1. Service providers are requested **to submit one (1) copy of the technical proposals plus the original.**
- 16.2. Service providers are requested to index their proposals for easy reference.

17. PRE-BID MEETING / BRIEFING SESSION DETAILS

- 17.1. No briefing session.

18. CLOSING DATE

- 18.1. Proposals must be submitted on or before **12 August 2026 at 11:00** at the Department of Mineral and Petroleum Resources' Head Offices, Trevena Campus, Cnr Francis Baard & Meintjies Streets, Sunnyside, Pretoria in the bid box marked in the bid box marked Department of Mineral and Petroleum Resources.
- 18.2. **No late bids will be accepted.**

19. ENQUIRIES

- 19.1. **All general enquiries relating to bid documents should be directed to:**

Ms. Lucia Nkethoa

Tel No: (012) 444 3778

E-mail address: Lucia.Nkhethoa@dmpr.gov.za

- 19.2. **Technical enquiries can be directed to:**

Mr Andries Sibanyoni

Tel: 012 444 3014

E-mail address: Andries.sibanyoni@dmpr.gov.za