



Office of the Commissioner: Border Management Authority
1035 Francis Baard Street, Tshedimosetso House
012 432 6629

TERMS OF REFERENCE

The successful service providers will provide the following services:

The scope of the assignment is to develop the BMA 2025/2029 strategic plan, 2025/26 annual performance plan and annual operational plan commencing on 01 July 2024 and ending on 28 February 2025.

Key deliverables for the project are outlined as follows:

- Conduct strategic planning sessions (Strategic Planning Sessions maximum of 2 sessions, APP and AOP maximum of 5 sessions) with BMA Management structures and staff, i.e. Executive Committee (EXCO), Extended EXCO, MANCO and Audit and Risk Committee (ARC) to identify organisational priority areas for the next five (5) years.
- Review relevant international and national strategic documents to ensure that there is alignment of the BMA 2025/26-2029/30 Strategic Plan: Such documents include, amongst others, academic research reports, authoritative legislative and policy documents, border management related reports, immigration and cross-border court rulings with the purpose of producing a summary assessment report. Over and above the listed documents, the service provider is expected to review any other relevant documents.
- Vision and Mission Statement: Based on the process of document review, clearly define the long-term vision and mission of the BMA, providing a sense of purpose and direction for the new Strategic Plan.
- Conduct a benchmarking exercise with the international border management agencies and identify key learnings to improve our processes or operating model.

- Conduct planning workshop sessions, including focus group discussions with BMA divisions and units, key stakeholders and produce an engagement report.
- Employ various forecasting and scenario planning tools to generate probable factors affecting the BMA and its implications on the new strategy and produce a report.
- Conduct internal and external environmental analysis using applicable methodologies and tools and produce a summary report.
- Conduct a comprehensive analysis of the BMA strengths, weaknesses, opportunities, and threats to inform the strategic planning process. This analysis should include a review of the Mid-Term Impact Assessment Report, BMA Policies, Operating Model documents, and other social partners.
- Conduct a comprehensive SWOT/PESTEL/LogFrame/etc., analysis and ensure alignment with new national and international border management relations.
- Review the entity's strategies, align them to the organisational strategy and produce revised strategies.
- Identify strategic risks and mitigation plans and produce a risk register.
 - Identify potential risks and develop strategies to mitigate them, ensuring the plan is resilient to emerging challenges.
- Develop an impact statement and identify the outcome indicators for the BMA 2025/26-2029/30 Strategic Plan.
 - Clearly articulate the high-level Impact Statement and outcome statement that the BMA aims to achieve within the five (5) year timeframe.
 - Define measurable outcome indicators and targets that will be used to track progress and assess the implementation of the strategic plan.
 - Develop and link the strategic initiatives that will be undertaken to support the achievement of the strategic outcomes.
 - Develop output indicators for the BMA 2025/26 APP and AOP.
 - Clearly articulate the output indicators the BMA should aim to achieve in line with the new strategic plan.
- Stakeholder Engagement Plan:
 - Outline how the BMA will engage with key stakeholders throughout the strategy's implementation.
 - Develop a plan for communicating the strategy to all key stakeholders, both internal and external, to ensure alignment and support.
 - Propose a change management programme for implementing the new strategy.

- Develop a plan to manage and support the organisational changes that may arise from implementing the new strategy.
- Define any changes to the organisational structure and roles necessary to support the new strategic direction.
- Conduct a series of presentations to governance structures (EXCO, Extended EXCO, ARC and Governing Body) on all drafts of the Strategy and APP produced.

KEY DELIVERABLES AND TIME FRAMES

The following deliverables and milestones are not negotiable. This assumes that the service provider would have been appointed by 01 April 2024.

	Output	Timeline
Deliverable 1	The first draft of BMA Strategy The first draft of BMA 2025/26 APP The first draft of BMA 2025/26 AOP	15 September 2024
Deliverable 2	The second draft of BMA Strategy and presentation for Minister The second draft of BMA 2025/26 APP and presentation for Minister The second draft of BMA 2025/26 AOP and presentation for Minister	15 January 2025
Deliverable 3	The final draft of BMA Strategy and presentation The final draft of BMA 2025/26 APP and presentation The final draft of BMA 2025/26 AOP and presentation	28 February 2025

The Border Management Authority reserves the right to conduct a security check or clearance on any or all prospective service providers.

LOGISTICS REQUIREMENTS

- Travelling and accommodation costs for the service providers and/or staff (if necessary) during the project will be the expense of the service provider.

CONFIDENTIALITY OF INFORMATION

All information shared during this bidding process and implementation of this project should the service provider be appointed, remains the property of BMA, and should be kept with the highest confidentiality and cannot be used or shared for any other purpose.

REMUNERATION

- The service provider will be remunerated in South African Rands, on a fixed price (Inclusive of VAT) for the service rendered.
- Payment will be made within 30 days of receipt of the approved invoice according to an agreed payment schedule.

- Payment will be against the key deliverables as set out in section 4 above, provided professional-level quality standards have been met. Disputes as to what constitutes a reasonable standard will be referred to an agreed provider of arbitration services.
- Disbursements must not exceed 10% of the total amount paid to the service provider and will be paid only if original receipts are provided against a list of expenses that are agreed in advance of the costs being incurred.

THE BORDER MANAGEMENT AUTHORITY'S MANAGEMENT OF THE SERVICE PROVIDER

The successful service provider will be reporting to BMA management through the office of the Assistant Commissioner (AC), Corporate Affairs: Mr Themba Dubazana.

The service provider will be required to sign a Non-Disclosure Agreement; which agreement will remain in force after the termination of the Service Level Agreement.

The service provider will further be required to sign a confidentiality agreement.

RULES OF BIDDING, RFP SUBMISSION REQUIREMENTS AND EVALUATION

RULES OF BIDDING

The Border Management Authority reserves to itself the right to only appoint and enter into a contractual agreement with one entity or multiple entities for the services required, which entity or entities could be an independent contractor or independent contractors or a company or companies. The appointed entity or entities will be held fully accountable for the delivery against the full terms of the contractual agreement with the BMA.

The Border Management Authority reserves the right to terminate this appointment or temporarily defer the work, or any part thereof, should it deem necessary. Should the contract between the BMA and the service provider be terminated by either party due to reasons not attributable to the service provider, the service provider will be remunerated for the appropriate portion of work completed up to a maximum amount of not more than the total fee quoted by the service provider for the appropriate phase of the project during which the appointment was terminated.

The person or persons proposed for professional work shall remain on the team unless permission is granted by the Border Management Authority to change the individual or individuals. Such permission will only be granted in exceptional circumstances.

No data derived from the provision of the services under the contract may be used for any purposes except where authorised in writing to do so.

The costs of preparing proposals and negotiating the contract shall be borne by the service provider and such costs are not reimbursable. The Border Management Authority is not bound to accept any of the proposals submitted and reserves the right to negotiate price(s) with the preferred service provider. The service provider may request clarification on these Terms of Reference only during the advertised period. The Border Management Authority will not accept any late submissions.

All proposals must be submitted through e-submission via e-tender portal before 11h00. Late proposals will not be accepted.

THE EVALUATION WILL BE EVALUATED AS FOLLOWS:

Administrative Compliance

Suppliers must ensure that the following documents are attached, signed, and completed:

- (i) Technical and Price Proposal;
- (ii) SBD 1: Invitation to quote/bid
- (iii) SBD 4 form: Bidders Disclosure
- (iv) SBD 6.1 form: Preference Points claim form in terms of the Preferential Procurement Regulation 2022; (Note to tenderers: the tenderer must indicate how they claim for each preference point system).
- (v) Ownership Certificates issued by the Companies and Intellectual Property Commission (CIPC).
- (vi) Tax compliance status pin issued by SARS.
- (vii) Prospective bidders are required to attach the proof that they are registered on the central supplier database (CSD), starting with MAAA.... Number.

MINIMUM MANDATORY REQUIREMENT.

- Team Leader
 - The team leader must have at least five (5) years of experience in the production of reports. The team leader must have a Strategy Management / Business Management / Economics / Public Administration / Auditing / law / or any related qualification. A master's and or Doctoral degree will be an added advantage. **Attach CV & certified qualifications.**
- Team members
 - Team members must have at least three (3) years of experience in the production of reports. Certified copies of certificates must be attached to the proposal. Team members must have Strategy Management/Business Management/ Economics/ Public Administration/ Graphic design / Auditing/ law/ or any related qualification. A Masters and or Doctoral degree will be an added advantage. Certified copies of certificates must be attached to the proposal. **Attach CV & certified qualifications.**
- Failure to provide the minimum required qualification will result in an automatic disqualification, and the bid will not be evaluated for the following stages.

- Bidder must have experience as facilitator in the process of strategic planning in the public sector. **Attach three (3) appointment letters and three (3) Reference letters / project completion certificates indicating that the project was successfully completed from the client.**
- Bidders must attach certified copies of qualifications (certified copies must not be older than six (6) months, and a clear date stamp is required). Uncertified qualification certificates will not be accepted.

N.B. The BMA may request the last three (3) years' audited financial statements assessing the financial health of the bidder.