

ANNEXURE C

SCOPE OF WORK

1. INTRODUCTION

The Central Energy Fund, CEF (SOC) Ltd, ("CEF") is involved in the search for appropriate energy solutions to meet the energy needs of South Africa, the Southern African Development Community (SADC) and the sub-Saharan African region, focusing on clean energy options as well as fossil fuels as per the mandate from the Department of Energy. It also manages the operation and development of the oil and gas assets of the South African government including strategic crude oil assets and management. CEF controls entities with commercial and developmental roles, housed in various operating subsidiaries.

2. BACKGROUND

CEF seeks to appoint a panel of qualified and experienced service providers to render various Human Resources advisory services over a period of thirty-six (36) months. The panel of qualified service providers who will provide ongoing market intelligence on various Human Resources functions namely:

- Workforce Planning and Organisational Design
- Compensation & Benefits Management (Remuneration and Rewards)
Job Profiling / Job Evaluation and Ad-hoc Benchmark Surveys
- Payroll and Payroll audits

The service providers must be able to enable the organisation to achieve its Employer of Choice aspiration, which is focused on ensuring that our talent is remunerated in a fair, transparent, equitable manner based on latest competitive market remuneration data of cash and non-cash rewards. CEF and some of its subsidiaries have to date developed Group Human Resources Strategy and Harmonised its Policies which seeks to retain its talent.

3. OBJECTIVES

To ensure the HR strategy is derived from and aligned to the organisation`s objectives in consultation with key organisational stakeholders

To analyse the internal and external socio-economic, political and technological environment and provide proactive people-related business solutions.

To provide strategic direction and measurement for strategic innovation and sustainable people practise.

To provide a foundation for the employment value proposition of the organisation.

To establish a framework for the HR elements of the organisation`s governance, risk and compliance policies, practises, and procedures which balance needs of all stakeholders.

4. AREAS OF EXPERTISE

The appointment/shortlisting of this panel of service providers will be segmented/categorised into categories listed in the table below. An entity may bid for all categories/expertise if they specialise in all categories. Bidder must clearly indicate/ tick which area they will be bidding for. Failure to indicate which expertise a bidder is tendering for will result in the bid being non-responsive and disqualified.

For ease of evaluation, bidders bidding for more than one expertise/category **must submit a proposal for each category in a separate envelope** (with supporting documents required for the evaluation criteria in each category clearly labelled and divided using file dividers).

Table 1: Areas of expertise/categories of work

AREAS OF EXPERTISE	DESCRIPTION
1. Workforce Planning & Organisational Development	<p>The organisation design involves many various aspects of life at work, including lines of reporting, decision-making procedures, job grading, communication channels, and more. Organisational structures should be updated and realigned throughout different phases or seasons that the organisation goes through.</p> <p>The key function of workforce planning is aimed at ensuring that the organisation has right people, right skills where they are required to fulfil its mandate. Planning is the process of analysing, forecasting, and planning workforce supply and demand, assessing gaps, and determining target talent management interventions in line with competency development.</p>
2. Remuneration and Rewards a. Compensation & Benefits Management b. Job Profiling / Job Evaluation and Adhoc	<p>This portion of HRM covers management of monetary, and as well as non-monetary rewards for employees to ensure talent is remunerated in a fair, transparent, equitable manner based on latest competitive market remuneration data.</p> <p>The function focuses on provision of guidance in terms of the career framework, job families, grading</p>

Benchmark Surveys	methodologies which will facilitate the comparison of market data to how CEF Group is paying its employees (Pay Practices vs. Market).
3. Payroll and Payroll audits	The function ensures that employee information is kept up to date. Ensure tax information and pay data is accurate. Function entails data gathering, calculations of salaries and determination of pay withholdings etc. Liaises with subsidiaries and third parties such as SARS, PAYE, SETA, Medical Aid, Pensions/Provident Fund partners

5. SCOPE OF WORK AND DELIVERABLES

Table 2:

Professional Service Category (HR Outputs)	Services	Deliverables/ Evaluation Criteria
1. Workforce Planning and Organisational Design	<p>Conduct an organisation-wide Workforce Planning taking into consideration CEF Investment and Parenting Strategy</p> <p>To design a strategic workforce plan that meets the needs of the organisation in consultation with line management, and adjust strategy accordingly, taking to account workforce and labour market trends in relation to the relevant industry sector.</p> <p>To align the workforce planning cycle with the strategic planning and budget cycle of CEF, as well as talent management where relevant.</p>	Workforce Plan & CEF Operating Model

	<p>To ensure an adequate supply and pipeline of appropriately qualified staff through sourcing staff and building the future supply of the right skills to meet the needs of CEF.</p> <p>To ensure appropriate budgeting or cost modelling to prepare the budget for workforce plan</p> <p>Conduct macro and micro-organisational design and propose viable Operating Model for CEF</p> <p>To establish links with CEF purpose across all levels and functions of an organisations.</p> <p>To ensure organisation design facilitate the purpose of the organisation.</p> <p>To facilitate stakeholder engagement is all OD processes to ensure optimum buy-in</p>	
<p>2. a) Compensation & Benefits Management (Remuneration and Rewards)</p>	<p>Conduct an annual salary benchmark survey using national and extractive industry data for employee(s), executives and scarce skills roles. The data must be based on the latest survey concluded within each year and it include the forecasted salary movements.</p>	<ul style="list-style-type: none"> • Market report on competitive employee incentive schemes that will assist CEF SOC to offer competitive rewards offer: • Recommended Short term incentive. • Recommended Long term incentives.

	<p>To design and implement an appropriate reward and benefits strategy aligned with CEF culture, objectives and employment value proposition and achieving a fair balance between the needs of the employer and employee.</p> <p>To deliver a fair and equitable reward and benefits system and process that is ethical, cost effective and sustainable</p> <p>To ensure compliance with CEF governance principles and practises aligned to National and relevant codes, and practise and relevant legislation.</p> <p>To ensure the reward strategy is in line with current national industry and sector norms</p>	<ul style="list-style-type: none"> • Recommended executive incentives and benefits • Recognition and rewards incentive (monetary and non-monetary).
<p>b) Job Profiling / Job Evaluation and Ad-hoc Benchmark Surveys</p>	<p>1. Job Profiling: The service providers will be required to assist with conducting job profiling on an ad-hoc basis for all employees.</p> <p>2. Job Evaluation / Grading: Recommend evaluation system in line with the nature of CEF business and best in the market.</p> <p>Conduct benchmark Surveys</p>	<ul style="list-style-type: none"> • Reviewed Job Profiles. • Job Evaluation/Grading Report. • Benchmark surveys reports.
<p>3 Payroll and Payroll audits</p>	<p>Manage CEF Payroll and ensure tax information and</p>	<ul style="list-style-type: none"> • Regular testing of the payroll process and systems

	<p>employee pay data is processed timeously and accurately as per CEF Policies as well as liaise with CEF subsidiaries and third parties such as SARS, PAYE, SETA, Medical Aid, Pensions/Provident Fund partners.</p>	<ul style="list-style-type: none"> • Audit on processing of Employee and third-party payments.
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6. PANEL APPOINTMENT PROCEDURE

CEF over the duration of the panel will on an “as and when” required basis issue request for proposals/quotation detailing specific scope of works that fall within any of the categories listed in tables above to the service providers that will qualify to be part of panel of service providers to render HR advisory services (i.e., met the minimum technical threshold for the category tendered for). Note that being of the CEF HR advisory panel does not guarantee award of contract.