



Terms of Reference for Salary Survey Consultant

1. Background

The Petroleum Fund is a statutory organisation under the Ministry of Finance, established through the Legal Notice No. 96 of 1997 under the Finance Order of 1988. The purpose of the Fund is to collect revenue to be applied for the purpose of ensuring the security of supply of petroleum products in the country. The Fund is managed by the Board through the Secretariat which is headed by the Executive Secretary. The operations of the Fund are guided by the Lesotho (Petroleum Fund) Regulations, 2009, as proclaimed by the Honourable Minister responsible for Finance.

The Petroleum Fund recognises that, in the face of a tightly competitive labour market, “Organisational Staff Resourcing” is a critical function that must be conducted in ways that are based on sound and best resourcing practice principles. In the implementation of the “Staff Resourcing Policies and Procedures”, due regard will be given to the key strategic objectives of creating an environment that will enable the Fund to:

- a) **Attract** well qualified and competent staff
- b) **Retain** competent staff
- c) **Motivate** staff at all ranks of the structure
- d) **Reward** performance using fair methods
- e) **Leverage** development by creating possibilities for continuous learning and improvement
- f) **Encourage professionalism**
- g) **Engender a sense of job security and fairness** through a consistent pursuit of fair processes.

2. Objectives

The Petroleum Fund seeks to engage the services of a reputable and technically qualified individual or firm with extensive expertise in labour market analysis, management and organizational development, to undertake an independent salary and benefits survey process. Petroleum Fund therefore hereby solicits proposals from interested individuals or firms to conduct the survey and support it in establishing a competitive salary scale for its employees in line with the prevailing market rates, with the objectives to:

- a) Ensure that the Petroleum Fund staff remuneration aligns with overall organization and people strategy, goals and philosophy;
- b) Ensure internal equity and external competitiveness of the Petroleum Fund staff remuneration.

3. Reporting

The Consultant/s will overall be reporting to the Chairperson of the Human Resources and Remuneration Committee of the Board, but on a day to day basis will be responsible to the Executive Secretary. The consultant's work progress will be monitored primarily through periodic review meetings, the precise schedule of which is to be determined based on consultations with the Executive Secretary.

The Consultant will be expected to submit an Inception Report that will outline the Plan of Work in a way that allows the achievement of all deliverables of the assignment. This Plan of Work will include the following: an overview of the project, a narrative description of project activities, detailed information on project objectives and milestones, actual achievements made against the timeline and deliverables agreed upon at the onset.

Furthermore, the Consultant will be expected to produce formal progress reports for the Executive Secretary that provide updates on the deliverables, which are set in line with the Work Plan.

4. Deliverables and Outputs of the Consultant

- a) Details and Summary of data collected from the Comparators showing TOR matches and the evaluation of their remuneration package;
- b) The Minimum and Maximum Remuneration values of all job matches obtained from the comparators in a format that enables like-for-like comparison with Petroleum Fund remunerations;
- c) A report on final survey findings with comparison and analysis of the survey results, and recommendations related to remuneration packages. The report should include summary information on the comparator employers (size, number of employees, length of time present in the location, etc.) against which current salaries can be reviewed, and a salary survey methodology that can be used for future surveys;
- d) Identify the positions that have a greater need to be competitively paid;
- e) Conduct an internal equity review and analysis as well as addressing issues of sustainability;
- f) Develop cost estimate with recommendations for resolving any inconsistencies between internal equity and external competitiveness;
- g) A summary of all completed questionnaires together with relevant salary scales and all relevant documentations and correspondences received from the respective comparators;
- h) As and when required by Petroleum Fund, the individual or firm shall conduct a presentation on the process and the results to any relevant audience that Petroleum Fund may organize;
- i) A change management plan to allow the Petroleum Fund to implement the recommendations for job grade changes;

5. Petroleum Fund Responsibilities

The responsibilities of the Fund will be to provide Information of the Petroleum Fund Salaries Structure, and any other additional information that might be relevant to the assignment.

6. Expected Duration of Assignment

The expected duration of this assignment is 30 working days, from the date of signing of the Contract of Engagement.

7. Payments Terms

The Consultant's fee shall be a once off payment of the Contract Fee, net of Withholding Tax, paid upon conclusion of the assignment and on submission of the Final Report.

The payment shall be made in Maloti, no later than thirty (30) days after the Consultant's submission of a final, correct and acceptable invoice in duplicate to the Fund.

8. Qualification/ Experience

The successful bidder/consultant shall meet the following minimum criteria:

- a) Be a legally registered entity in the Kingdom of Lesotho, in full compliance with the tax and other regulatory regimes of the country;
- b) Minimum of Master's Degree in fields related to human resources management, statistics and related fields, with substantive experience and proven track record in the area of compensation and benefit analysis, in comparable organizations;
- c) Experience in the field of Human Resource Management;
- d) Past experience in undertaking, at least three years' experience in undertaking salary review surveys and similar assignments, to which the Fund can refer;
- e) Familiarity with labour market issues;

- f) Ability to render consulting services in the most professional, effective and efficient manner.

9. Submission of Proposals

The Proposals shall be submitted in sealed envelopes clearly marked (Technical Proposal and Financial Proposal) and in the following manner:

- a) A Technical Proposal outlining the methodology on how they will approach and conduct the work. This will include the Curriculum Vitae of experts who will be involved in the exercise, highlighting their qualifications and experience; and a brief explanation of why they are the most suitable Consultants for the work.
- b) Provide three reference sites where similar work has been conducted in the last five years. The years in which the assignments were carried out should be clearly indicated.
- c) The Financial Proposal containing the final and all-inclusive total price offer for the full range of service required, broken down into all major cost components associated with the service.

10. Disclaimer

- a) The Petroleum Fund may invite one or more finalists to make presentations.
- b) In its sole discretion, the Fund may negotiate with one or more firms who have submitted qualifications to submit more detailed proposals on specific projects as they arise.
- c) By this Request for Proposal, the Petroleum Fund has not committed itself to undertake the work set forth.
- d) The Petroleum Fund reserves the right to reject any and all proposals, to rebid the original or amended scope of services and to enter into negotiations with one or more respondents.
- e) The Petroleum Fund reserves the right to make those decisions after receipt of responses.
- f) The Petroleum Fund's decision on these matters is final.

Date of Issue	2 nd September 2019
Submission date	Friday ,13 th September 2019 at 12:00 noon
Place	Petroleum Fund Offices Lesotho Chamber of Commerce and Industry Complex, Orpen Road Old Europa, Maseru
Contact Person	PA to Executive Secretary Hakiloe Makhena
Contact	22312137 makhenah@petroleum.org.ls
Category	Professional Service

Approved By:

Name: Thato Mohasoa (Mr.)

Designation: Executive Secretary