

**Questions:**

S. No.	Reference from RFP	Query
1	Background section – Page 9 and 10	<p>There is a mention that the strategic planning process would entail developing the long term strategic plan, and includes the following:</p> <ol style="list-style-type: none"> <li>1. Understanding of megatrends</li> <li>2. Discussion of challenges facing the CEF group</li> <li>3. Consensus on strategies for challenges and new opportunities</li> <li>4. Implementation strategies</li> <li>5. Strategies for cascading to individuals</li> <li>6. Discussion on change management frameworks and communication strategies</li> </ol> <p>CEF is requested to confirm if all of these scope items are expectations to be completed by the successful consultant? If any of these are what would be done by CEF and excluded from the scope of the consultant, please provide this to us explicitly.</p> <p><b>Answer: All the above will be done by the consultant.</b></p>
2	Objectives section – Page 10	<p>CEF to confirm if all these objectives are meant to be delivered by the Consultant through the Consultants efforts? For example, are the following in the scope to be considered while bidding for?</p> <ol style="list-style-type: none"> <li>1. Formulate/ revise/ align the Vision/ Mission/ Value statements</li> <li>2. Formulate medium and long terms objectives</li> <li>3. Definition of CSF's and KPI's</li> <li>4. Improve organizational performance</li> <li>5. Improve monitoring implementation and progress framework</li> <li>6. Put business processes and systems into continuous improvement</li> </ol>

		<p>7. Facilitate the translation of Group strategy into detailed operational action plans or projects</p> <p><b>Answer: All the above have to be delivered by the consultant.</b></p>
<p><b>3</b></p>	<p>Section 4 Scope of work – Page 10</p>	<p>1. There is a mention of looking for “Organisation design service providers” – please confirm if the scope also requires organisation design activities?</p> <p><b>No, this is not in the scope of work.</b></p> <p>2. Please provide details on what is required from the consultant, as part of the reference to the scope “provide technical assistance and facilitation services in support of the strategic planning process”</p> <p><b>The consultant is expected to provide the tools (frameworks and processes for the strategy planning process). The consultant is expected to provide the required research and report on market trends, policy changes, technology developments to support the strategy planning process.</b></p> <p>3. “Conducting the situational analysis (planning workshops) for expectations from relevant stakeholders”. We would request CEF to provide us with insights on the number of departments and stakeholders within each of the 7 CEF entities that we would be expected to engage with, so we can estimate the number of workshops that we need to consider in our effort estimation</p> <p><b>Please assume that you will have 6 workshops in total. You may have consultation meetings with some of the entities but provide for 6 big workshops.</b></p> <p>4. “development of strategy and strategy implementation plan” – please confirm if this is a requirement to be</p>

		<p>completed by the consultant? If so, please provide additional details on the existing strategy in place with CEF, and also whether this is required to be developed for each of the 7 CEF entities ?</p> <p>No, you will only develop the Group strategy, not for each of the 7 entities.</p> <p>5. “Development of other key frameworks” – we would request CEF to provide us with details of what are the other frameworks that are expected from the Consultant, so we can estimate the effort accurately (e.g. strategic horizons, value disciplines, others?)</p> <p>Please make your own proposals.</p> <p>6. “Facilitation of the strategic planning process that will result in the production of the Group strategic plan” – please provide details/ existing strategic plan, to assist us in estimating effort requirements</p> <p>Unfortunately, we cannot provide the current Group Strategic Plan.</p> <p>7. “Support the executive team with the drafting of a coherent corporate plan complete with a balance score card” – please confirm that CEF requires the development of a balance score card and to what extent?</p> <p>Yes, we need a complete balance score card.</p>
4	Deliverables section – Page 11	<p>We have referred to the list of deliverables that are outlined as expected from this engagement, and have the following queries:</p> <p>1. “Record of the planning session” – please provide details on what is expected here.</p>

		<p>Meeting Notes for future reference.</p> <p>2. “synergies” – please provide details on what kind of synergies are expected to be detailed by the consultant.</p> <p>We cannot find this on Page 11. Please reference the exact clause.</p>
5	<p>Section titled “Focus areas of the strategic planning session” – Pages 11 and 12</p>	<p>1. Is the consultant required to develop the “Vision, Mission and organizational value system” or will these be inputs that we are expected to evaluate prior to venturing to the workshop</p> <p>You will be provided with these and you can just evaluate them.</p> <p>2. “Current group strategy relevance and impact” – please elaborate on whether the consultant is expected to evaluate this and provide comments on the same, or also provide a revamped group strategy?</p> <p>The last strategy was developed in 2014. The consultant will be provided with this strategy. Since there have been major developments in the energy sector, it is expected that the consultant will propose a new strategy.</p> <p>3. Items 6.5 to 6.11 – please confirm which of these efforts/ activities/ outcomes are expected to be delivered by the Consultant, vs. to be detailed by the CEF team? In the case of the ones that will be detailed by the CEF team, what is the requirement from the consultant on these matters?</p> <p>These are to be delivered by the Consultant. The consultant is expected to develop these.</p>