

## **ANNEXURE A**

### **SCOPE OF WORK**

#### **APPOINTMENT OF A PROJECT MANAGEMENT OFFICE (PMO) TO OVERSEE STRATEGIC PROJECTS OF AEMFC OVER A PERIOD OF 36 MONTHS.**

## **1 INTRODUCTION**

African Exploration Mining and Finance Corporation (AEMFC), a wholly owned subsidiary of CEF SOC Ltd, is a state-owned mining company tasked with developing and operating mining assets to contribute to South Africa's energy security.

AEMFC is currently implementing several strategic projects that are critical to its mandate and long-term sustainability, including:

- Operationalisation of the Washing Plant to improve the value chain, increase coal processing capacity, and ensure product quality enhancement for end-users.
- Extension of the Vlaktefontein Mine to ensure sustained coal supply and meet growing contractual obligations.
- Operationalisation of the Klippoortjie Mine, expanding AEMFC's mining footprint and improving revenue diversification.

Recognising the complexity and strategic importance of these projects, AEMFC intends to appoint a Project Management Office (PMO) to provide end-to-end project oversight, coordination, and performance management. The PMO will act as a centralised function that ensures alignment between strategic intent, operational execution, and governance requirements.

## **2 PURPOSE**

The PMO will serve as AEMFC's strategic execution partner, providing project management capacity, expertise, and frameworks to ensure that all identified projects are delivered:

- On time – within agreed timelines and milestones.
- Within budget – with strong cost control and financial discipline.
- To quality standards – ensuring operational readiness and compliance with technical, safety, and environmental requirements.
- With proper governance – ensuring adherence to PFMA, regulatory frameworks, CEF/AEMFC policies, and best practices in project management and mining operations.

## **3 BACKGROUND**

AEMFC's strategic projects are highly interdependent, with significant implications for revenue generation, energy security, and stakeholder confidence. Historically,

project execution in the mining sector has been hindered by fragmented oversight, lack of integrated planning, and inconsistent risk management.

The PMO will address these gaps by:

- Establishing a centralised governance framework for managing all strategic projects.
- Providing structured oversight and decision-making support to AEMFC executives.
- Creating clear accountability lines for contractors, consultants, and internal teams.
- Ensuring real-time visibility on project status, risks, and performance metrics.

## **4 SCOPE OF SERVICES (SOS) / TERMS OF REFERENCES (TORs)**

The appointed PMO will be required to deliver services in the following key areas:

### **4.1 Project Governance & Strategic Alignment**

- Develop and implement a Project Governance Framework that aligns with AEMFC's organisational structure, CEF Group guidelines, and public sector governance requirements.
- Establish project steering committees and clearly define roles, responsibilities, and decision-making protocols.
- Ensure alignment between project objectives and AEMFC's strategic plan, providing insights on how project outcomes support organisational goals.
- Provide Board- and EXCO-level reporting to enable informed decision-making.

### **4.2 Project Planning & Scheduling**

- Develop a consolidated, integrated master project schedule for all three strategic projects.
- Break down each project into work packages with clearly defined deliverables, dependencies, and timelines.
- Prepare resource plans indicating manpower, equipment, and budget requirements for each phase.
- Assist AEMFC in preparing project charters, business cases, and feasibility documentation where required.

### **4.3 Project Execution & Coordination**

- Oversee the day-to-day execution of project activities across the washing plant operationalisation, Vlaktefontein extension, and Klippoorstjie operationalisation.
- Act as the central coordination hub between AEMFC, contractors, consultants, and other stakeholders.
- Monitor project progress against scope, cost, and schedule, highlighting any variances and proposing corrective actions.

- Conduct site visits and inspections to ensure adherence to agreed plans and quality standards.

#### **4.4 Financial Oversight & Cost Management**

- Provide budget control mechanisms to track expenditure against approved budgets.
- Monitor and manage cost overruns, claims, and change requests, ensuring appropriate approvals.
- Assist in the preparation of financial reports for internal and external stakeholders.

#### **4.5 Risk Management & Compliance**

- Develop and maintain a comprehensive risk register for all projects, identifying strategic, operational, financial, and regulatory risks.
- Propose risk mitigation strategies and ensure timely escalation of critical risks to the AEMFC EXCO and Board.
- Monitor compliance with DMPP regulations, environmental legislation, safety standards, and PFMA requirements.
- Conduct periodic compliance audits and assist in preparing documentation for external audits.

#### **4.6 Stakeholder Engagement & Reporting**

- Develop a stakeholder engagement plan to manage expectations and ensure regular communication with key stakeholders, including government departments, regulators, contractors, and communities.
- Prepare monthly progress reports, dashboards, and presentations for EXCO and Board meetings.
- Facilitate quarterly project review sessions to evaluate progress and adjust plans as needed

#### **4.7 Change Management & Capacity Building**

- Support organisational change management to ensure smooth integration of new operations and processes.
- Provide skills transfer and training to AEMFC project teams, enhancing in-house project management capability.

#### **4.8 Post-Implementation Review & Continuous Improvement**

- Conduct post-implementation evaluations to assess project success, document lessons learned, and identify improvement opportunities.
- Provide final close-out reports for each project, ensuring knowledge is captured and transferred to AEMFC teams.

## 5 WORK PACKAGES / DELIVERABLES

Category	Deliverables
<b>Governance</b>	Project governance framework, steering committee charters, decision-making protocols.
<b>Planning</b>	Integrated master schedule, project charters, resource plans.
<b>Execution Oversight</b>	Monthly progress reports, updated dashboards, site visit reports.
<b>Financial Management</b>	Budget control tools, financial performance reports.
<b>Risk &amp; Compliance</b>	Risk register, mitigation strategies, compliance audit reports.
<b>Stakeholder Engagement</b>	Communication plan, meeting minutes, Board-ready reports.
<b>Capacity Building</b>	Skills transfer plan, training workshops.
<b>Close-Out</b>	Final project reports, lessons learned documentation.