



Central Bank of Lesotho

Request for Proposal

REVIEW OF THE SCHEMES OF SERVICE AND STAFF RULES AND REGULATIONS

Request for Proposal No: ***CBL/fnc/TC/8/C/TC/0001***

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1 EXECUTIVE SUMMARY

Consultancy

The Central Bank of Lesotho is on the verge of reviewing its Schemes of Service (SOS); and in doing so, will engage the services of a consulting firm. The SOS contains two books, these are: The “Black Book” which contains the Staff Rules and Regulations, Staff Benefits, Administrative Policies and Procedures. We also have the “white Book” which includes Organisational, Departmental & Divisional Structures; Salary structure, Job descriptions, Job Grading & Divisional Functions.

The SOS came into being in the year 2000; it has been revised by Bank’s Management over time. A lot has built up which requires a professional expertise to reconcile the contents of the “Black & White Book”.

A detailed scope of work to be carried by the consultant is contained in this paper.

2 ADMINISTRATIVE REQUIREMENTS SECTION

The following terms will apply to this Request for Proposal (RFP) and to any subsequent Contract.

Submission of a proposal in response to this RFT indicates acceptance of all the following terms.

2.1 Request for Proposal Information

2.1.1 Terminology for this RFP

Throughout this RFP, the terminology is used as follows:

- a) **“Bank”** means the Central Bank of Lesotho;
- b) **“Contract”** means the written agreement resulting from this RFP executed by the Bank and the Consultant;
- c) **“Consultant”** means the successful Proponent to this RFP who enters into a written contract with the Bank;
- d) **“Executive Committee”** means the high – level management committee of the Bank composed of the Governors and Department Heads;
- e) **“Expanded Executive Committee”** means the management committee of the Bank composed of the Governors, Head of Departments and Head of Divisions;
- f) **“Must”, or “Mandatory”** means a requirement that failure to meet shall result in disqualification;
- g) **“Proponent”** means an individual or body corporate that submits, or intends to submit, a proposal in response to this RFP;
- h) **“Should” or “Desirable”** means a requirement having a significant degree of importance to the objectives of the RFP.
- i) **“Tender Committee”** means the Central Bank of Lesotho Tender Committee established by the Governor to issue, receive, assess tenders and recommend selection of successful Proponents for the procurement of goods and services.

2.1.2 Delivery of Proposal

An original and one copy suitable for redistribution should be deposited in the Tender Box at the Reception area of the Bank corner.

Facsimile or E – mail copies are **not acceptable**. All envelopes should be sealed, showing no identification of proponent and clearly marked : “ **Tender for the review of Schemes of Service**”

2.1.3 Project Time-Frames

Closing Date and Time: All proposals must be delivered by: **no later than 1430hrs on Friday, 13th October 2006.**

2.1.4 Contact Persons

Technical enquiries relating to the business requirement should be directed, in writing, to;

Name: Mrs. M. Molekane

Title: Head – Human Resources

Fax: (266) 22310051

E-mail: mmolekane@centralbank.org.ls

Administrative inquiries arising from this RFP should be directed, in writing, to;

Name: Mr. T. Malataliana

Title: Secretary, Tender Committee

Fax: (266) 22310051

E-mail: tmalataliana@centralbank.org.ls

2.1.5 Reference Material

Any required reference material will be provided upon request, if available.

2.2 Request for Proposal Process

2.2.1 Clarification

Any queries relating to this RFP must be addressed in writing to the relevant person designated in 2.1.4 above. Responses will be sent to the enquirer and posted on the Bank's website.

2.2.2 Eligibility

Proposals will not be evaluated if the Proponent's current or past corporate or other interests may, in the Bank's opinion, give rise to a conflict of interest in connection with this project. Only proposals that comply with the mandatory of this RFP will be considered.

2.2.3 Evaluation and Selection

Only proposals delivered and received properly as specified in 2.1.2 above will be checked first against the Mandatory criteria. Proposals ***not*** meeting any of the Mandatory criteria will be disqualified without further consideration.

Proposals that meet the Mandatory criteria will then be assessed and scored against the desirable criteria. The Bank is not bound to accept the lowest or any bid.

2.3 Timeframe

The consultant is expected to complete this work over a period of two months from the date of engagement.

2.4 Proposal Preparation

2.4.1 Proposal Format

Evaluation of proposals is made easier when proponents respond in a similar manner. The following format and sequence should be followed in order to provide consistency in proponent response and ensure each proposal receives full consideration:

- a) One page letter of introduction identifying the proponent and signed by the person or persons authorised to sign on behalf of, and bind the proponent to, statements made in the proposal.

- b) Title Page, showing RFP number, Proponent's name and address, Proponent's telephone number, and a contact person.
- c) Table of contents including page numbers.
- d) A short summary of one or two pages stating the key features of the proposal.
- e) The body of the proposal to include the following elements:
- f) Any additional information, brochures, etc. should take the form of appendices.

APPROACH

- Should describe in detail how the project will be conducted;
- Must provide a brief description of key activities, their projected start and completion dates and project milestones;
- Must clearly indicate how the Banks deliverables will be produced;
- Must identify how the proponent intends to perform internal quality assurance on project deliverables; how changes will be managed and how issues will be resolved.

DELIVERABLES

- Must clearly state the deliverables produced e.g. project documentation (Paper and/or electronic format with their number of copies), status reports, minutes of meetings, hardware & software, etc.

PROPONENT EXPERIENCE AND REFERENCES

- Should provide a brief summary of suitability of the Proponent which outlines specifically the track record and experience relevant to this project;
- Where activities were performed as a subcontract or a joint venture, this should be clearly indicated, stating extent of involvement as well

as the subcontractor's track record and experience relevant to this project.

- Proposals should be accompanied by relevant project references. Preferably from previous consultancies sites. A list of previous package sites with the sites' contact details should also be availed so that they can be contacted during the proponent selection for this RFP.

PROJECT COSTS

- Should provide all costs associated to the consultancy including disbursements.

PAYMENT SCHEDULE

- Should provide a schedule indicating the project stages at which payments will be made.
- The payments on the schedule should be linked to the deliverables.

TRAINING PROVISION

Should provide the information pertaining to the provision of training including duration, minimum number of participants, training resources and their types, etc.

2.4.2 Costs of Responding

Proponents are solely responsible for their own costs in preparing the proposal and for subsequent negotiations with the Bank, if any. The Bank will not be liable to any Proponent for any claims in preparing a proposal whatsoever.

2.4.3 Proposal Validity & Firm Pricing

Proposals should be valid for at least 60 days after the closing date and prices are to be fixed for the entire contract period.

2.4.4 Currency and Taxes

Prices quoted are to be:

- a) in Maloti (1 LSL = 1 ZAR);
- b) inclusive of 14% Value Added Tax

c) in accordance to applicable Lesotho laws

2.4.5 Compliance to Tax Obligations

Certified copies of Lesotho Revenue Authority (LRA) Tax Clearance certificates or other relevant authority certificates must be submitted together with the bid.

2.5 Additional Information

2.5.1 Modification of Terms

The Bank reserves the right to modify or cancel this RFP at any time prior to entering into a Contract with the successful Proponent.

2.5.2 Ownership of Proposals

All proposals, including supporting documents, submitted to the Bank become the property of the Bank.

2.5.3 Confidentiality of Information

All proposals submitted by Proponents shall be held in strict confidence and will not be revealed to any other party.

All Information pertaining to the Bank obtained by the Proponent as a result of participation in this consultancy is confidential and must not be disclosed without written authorisation from the Bank.

3 BUSINESS REQUIREMENTS SECTION

3.1 Requirements and Project Scope

3.1.1 Background to the Consultancy

The Schemes of Service is contained in two books commonly referred to as the “black book” and the “white book”. The black book is divided into two categories, namely, the Staff Rules and Regulations and Administrative Policies and Procedures. The white book is comprised of the following:

- The Overall Organisational Structure, Departmental Structures, Division and Sectional Functions, Job Descriptions, Positions Requirements, Salary Structure, Manning levels and Placement of Staff.

The Schemes of Service and “black book” provide for revision every two years. Since the review of the Schemes of Service in June 2003, there have been operational and structural developments and changes that necessitate the revision. There have also been challenges and hiccups that have been experienced during implementation of the policies that warrant the review.

The proposed review is intended to cover the Schemes of Service in its totality and to even review areas that were not covered during the last review. There are administrative policies which need an in depth review which might necessitate a complete overhaul of the current, including the Disciplinary policy, Medical aid policy, Training policy, Performance Management policy.

Other considerations are for the consultant to ensure that the Bank policies and procedures are aligned with international best practice and written in an appropriate, concise and clear language.

The emphasis of the Bank is to achieve enhanced clarity, predictability, objectivity and transparency in the Schemes of Service.

3.1.2 Consultancy Objectives

3.1.2.1 Organisational Structures:

Review the divisional structures and functions in relation to the Bank's objectives, highlighting their key or critical functions for the success of the Bank in the performance of its objectives.

3.1.2.2 Job Analysis:

Describe the positions on the organisational structure and improve their job profiles emphasizing their primary responsibility areas and specifications.

Devise the positions' workload and ascertain an effective and efficient way of assigning responsibilities.

Review the positions' specifications in terms of skills and other competencies needed to carry out their responsibilities more effectively and efficiently.

3.1.2.3 Staffing Analysis:

- Assess the present staff strength in terms of reaching the departmental or divisional objectives.
- Elaborate on the calibre of present staff, their competencies and understanding of their respective job responsibilities with the Bank's mission.

3.1.2.4 Grading Structure:

- Review the Bank's salary structure with a view to determine total package (i.e. Total Cost to Company).

- Review present benefits package and suggest ways of improving upon it to attract and retain staff as well as to allow for individual employee growth.
- Review the present standard measure for setting the annual staff salary adjustment to tally with performance appraisal.

3.1.2.5 Career Development:

- Review a promotion criteria for the Bank based on performance excellence.
- Review a career path for the different divisions based on key responsibilities for achieving the Bank's objectives.
- Develop detailed succession plans for all appropriate positions.
- Review the current training policy ensuring that all the above career development issues are adequately addressed

3.1.2.6 Performance Management System:

- Review the current performance appraisal system and assess whether it sufficiently aligns reward to individual performance and achievement of objectives.
- Review and improve the present appraisal form to be concise and objective as an instrument for measurable staff performance.

3.1.2.7 Revision of Administrative Policies and Procedures:

Review and assess current policies and procedures to align them with international best practices, ensuring comprehensiveness, detailing areas lacking in policy and/or procedures.

3.1.2.8 Consolidation of Black and White Books

- Ensure that all administrative policies and procedures currently contained in two books - one dubbed “black book” and the other one “Schemes of Service” – are consolidated into one document.
- Additionally provide a soft copy of the above consolidation in an editable format.

3.2 Deliverables

The following deliverables will be expected from this exercise:

3.2.1 Project Charter

- 3.2.1.1 Trained personnel in the usage and administration of the system.
- 3.2.1.2 An appropriate organizational structure that optimizes the utilization of human and technological resources.
- 3.2.1.3 Detailed organisational structures and substructure.
- 3.2.1.4 Revised and effective policies and procedures.
- 3.2.1.5 Staffing levels and staffing profiles.
- 3.2.1.6 Career paths for employees.
- 3.2.1.7 Detailed succession plan and related training needs and training programme.
- 3.2.1.8 Career development policy.
- 3.2.1.9 An effective and efficient performance management system.
- 3.2.1.10 An objective performance-based reward system that promotes a culture of performance excellence and also enables reward to be linked with performance.
- 3.2.1.11 Salary structure on total cost to company basis.
- 3.2.1.12 A fully documented and detailed implementation process and way forward plan on the above.

4 SKILLS REQUIREMENT AND QUALIFICATIONS

The successful company is to ensure that the study is undertaken by a professional team with the following requisite skills and experience:

- a.** Ten years experience on the similar field with at least Masters Degree in Human Resources Management.
- b.** A proven track record on timely delivery and good quality of consultancy work. At least three traceable references in this regard should be provided.

5 REPORTING MECHANISM

The consultant will be expected to take a participatory approach to this exercise, working closely with the Expanded Executive Committee (EEC). The Director of Administration will be the focal point and will arrange interviews and provide all the required documentation.

6 PROJECT BUDGET

Price will be among the key deciding factors for consideration in the evaluation of proposals.

7 TECHNICAL FACILITIES

The Bank will provide working space with access to its Internet environment. However the Bank may not provide other technical facilities, hence proponents should provide own requisite facilities.

8 PROJECT MANAGEMENT

The Bank expects proven industry project management techniques to be used in conducting the consultancy

It is the proponent's responsibility to assume responsibility for the smooth execution of the project. The tasks should include but not be limited to;

8.1 Preparation of the project activity plan including a communication plan

8.2 Execution of the project activities in accordance to the project plan

8.3 Undertake periodic reporting on progress on the project

8.4 Creation and maintenance of issues and change logs

9 ASSUMPTIONS

It is assumed that

- Both paper and electronic copies of the deliverables will be submitted to the Bank and retained by the same as required.
- The Bank will ensure that required information is provided, if available, upon request by the proponent and will execute it's obligations to the project in a timely manner.

10 EVALUATION CRITERIA

The following criteria will form the basis upon which the evaluation of the proposals will be made and scores assigned. Proposals not meeting Mandatory requirements will receive no further consideration during the evaluation process.

10.1 Mandatory Criteria

- An original and one copy (suitable for photocopying) of the proposal must be received on time and be deposited in the tender box

- All-inclusive fixed price proposal quote with breakdown into fees and disbursements.

10.2 Desirable Criteria

Proposals meeting the Mandatory criteria above will be further evaluated as follows:

APPROACH

- Should describe in detail how the project will be conducted;
- Must provide a brief description of key activities, their projected start and completion dates and project milestones;
- Must clearly indicate how the Banks deliverables will be produced;
- Must identify how the proponent intends to perform internal quality assurance on project deliverables; how changes will be managed and how issues will be resolved.

DELIVERABLES

- Must clearly state the deliverables produced e.g. project documentation (Paper and/or electronic format with their number of copies), status reports, minutes of meetings, hardware & software, etc.

PROPONENT EXPERIENCE AND REFERENCES

- Should provide a brief summary of suitability of the Proponent which outlines specifically the track record and experience relevant to this project;
- Where activities were performed as a subcontract or a joint venture, this should be clearly indicated, stating extent of involvement as well as the subcontractor's track record and experience relevant to this project.
- Proposals should be accompanied by relevant project references. Preferably from previous consultancies sites. A list of previous

package sites with the sites' contact details should also be availed so that they can be contacted during the proponent selection for this RFP.

PROJECT COSTS

- Should provide all costs associated to the consultancy including disbursements.

PAYMENT SCHEDULE

- Should provide a schedule indicating the project stages at which payments will be made.
- The payments on the schedule should be linked to the deliverables.

TRAINING PROVISION

- Should provide the information pertaining to the provision of training including duration, minimum number of participants, training resources and their types, etc.

The evaluation criteria model outlined in Appendix A will be used to score proponent proposals

APPENDIX A EVALUATION CRITERIA MODEL

MANDATORY CRITERIA	0%
1. Original and a redistributable copy of the proposal received on time and deposited in the tender box	Yes/No
2. All-inclusive fixed price proposal quote with breakdown into fees and disbursements	Yes/No
Failure to achieve a “Yes” rating for all the Mandatory criteria above will disqualify the proponent’s proposal from further review.	

DESIRABLE CRITERIA	100%
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A) APPROACH	10%
Should describe in detail how the project will be conducted;	3%
Must provide a brief description of key activities, their projected start and completion dates and project milestones;	3%
Must clearly indicate how the Banks deliverables will be produced;	2%
Must identify how the proponent intends to perform internal quality assurance on project deliverables; how changes will be managed and how issues will be resolved.	2%
B) DELIVERABLES	40%
Must clearly state the deliverables produced e.g. project documentation (Paper and/or electronic format with their number of copies), status reports, minutes of meetings, hardware & software, etc.	40%
C) PROPONENT EXPERIENCE AND REFERENCES	10%
Should provide a brief summary of suitability of the Proponent which outlines specifically the track record and experience relevant to this project;	5%
Where activities were performed as a subcontract or a joint venture, this should be clearly indicated, stating extent of involvement as well as the subcontractor’s track record and experience relevant to this project.	3%
Proposals should be accompanied by relevant project references. Preferably from previous consultancies sites. A list of previous package sites with the	2%

sites' contact details should also be availed so that they can be contacted during the proponent selection for this RFP.	
D) TRAINING PROVISION	10%
Should provide the information pertaining to the provision of training including duration, minimum number of participants, training resources and their types, etc.	10%
E) PRICING	30%
Product Costs	25%
Professional Fees	5%