



**L E S O T H O
C O M M U N I C A T I O N S
A U T H O R I T Y**

REQUEST FOR PROPOSALS (RFP) FOR

CONSULTANCY

ON

ALIGNMENT OF LCA STRUCTURE TO STRATEGY

1. BACKGROUND

The Lesotho Communications Authority is an independent body established by the Lesotho Communications Authority Act, 2000 which was repealed by the Communications Act, 2012. The LCA is mandated to regulate the telecommunications, broadcasting and postal sub-sectors. The Authority has recently formulated the corporate strategy and developed a strategic plan for the period 2023 to 2026.

Organizational structure provides the backbone to organizational strategy. It dictates the coordination of activities, systems of power, control and communications, and roles and responsibilities necessary for strategy implementation. The organizational structure therefore, must be aligned with the strategy.

In pursuit of this mandate as provided for under the law, the Authority seeks to engage a consultant to align the LCA structure to strategy.

2. OBJECTIVES OF THE CONSULTANCY

The purpose of the consultancy is to align the current organizational structure to the strategy to enhance organizational efficiency. More specifically, in aligning the structure, the Consultant should:

- a) Undertake job analysis of the current job functions and positions and identify the gaps that exists on the current organizational structure.
- b) Design the new organizational structure
- c) Propose the requisite skillset and competence for the proposed job functions.
- d) Propose grading of the new structure in line with Paterson grading system
- e) Develop implementation plan of the new organizational structure.
- f) Develop a change management and communication plan.

3. DETAILED SCOPE OF WORK AND DELIVERABLES

The Consultant shall be required to undertake the detailed scope of work as outlined by the tasks in this section.

- | | |
|---------|---|
| Task 1: | Job analysis |
| Task 2: | Job Design and Job functions (organizational structure) |
| Task 3: | Job Grading |
| Task 4: | Implementation plan |
| Task 5: | Change Management and Communication plan |

4. DELIVERABLES

The Consultant shall submit the following deliverables to the Authority for approval:

	ITEM	DUE DATE
1.	Inception Report with the proposed work plan with clear timelines for each activity; the proposed data sets to be considered; methodologies to be applied; tools to be used; training and skills transfer plan; Change Management and Communication plan.	Within 5 days of signing the contract.
2.	First Draft Report with the results and findings of the Job analysis; Job Design and Job Functions, including Job Grading in line with Paterson Grading system.	To be agreed with the consultant
3.	Presentation of the First Draft report to EXCO.	To be agreed with the consultant
4.	Presentation of Second Draft Report that builds on the First Draft Report and incorporates stakeholder's inputs; Structural alignment; and Implementation process plan.	To be agreed with the consultant
5.	Final Report with Recommendations in both soft and hardcopy.	To be agreed with the consultant

5. DURATION OF THE CONSULTANCY

The Consultancy is expected to be completed by 31st March 2024. The Consultant is required to draw up a complete work schedule that shows the tasks and milestones at different stages of work and resources assigned.

6. QUALIFICATIONS, EXPERIENCE AND ATTRIBUTES OF THE CONSULTANT

The Consultant shall be selected based on the following:

- a) The Lead Consultant must have a minimum of master's degree in Human Resource Management and/ or Masters of Business Administration specializing in Human Resources.
- b) The Consultant shall consist of personnel with Human Resources and other relevant skills.
- c) At least ten (10) years practical experience in formulating strategies and developing and /or reviewing organizational structures.
- d) Knowledge of workforce planning, integrated performance management, change management; talent management, and organizational development.
- e) Knowledge and understanding of the Lesotho Labour laws.

7. REPORTING

The Consultant shall report to the LCA Executive Management Committee. The Human Resource Manager shall be responsible for monitoring progress, and ensuring quality assurance of the deliverables by facilitating:

- a) Coordination with the LCA Executive Management Committee and LCA employees,
- b) Access to reports, information, and to LCA personnel, as appropriate.

8. CONFIDENTIALITY

The Consultant is expected to maintain confidentiality of all information and data obtained during the course of the consultancy

9. CONDITIONS

9.1 General terms and conditions

Bid submissions must meet all the conditions indicated below, failure to comply with conditions 9.1 (a) and 9.1 (b) will lead to disqualification:

- a) Valid Tax Clearance Certificate,
- b) Valid Business Registration documents,
- c) VAT registration certificate (where applicable),
- d) Company profile,

- e) The bidder is required to submit comprehensive curriculum vitae of a minimum of three key personnel of the project team who possess relevant experience, knowledge in Project Management and Human Resources,
- f) The submission shall include 3 references where similar assignments were undertaken and should specify full names of client companies, the contact person, email addresses and telephone numbers,
- g) Lesotho Laws SHALL be applicable,
- h) Late submissions shall not be acceptable.

NB: The above documents must form part of technical proposal document of the tender.

9.2 Specific terms and conditions

- a) The proposal shall clearly state the bid price for the services of a Consultant in Lesotho Loti (LSL). All prices shall include VAT where applicable.
- b) The proposals must be valid for at least 60 working days from the submission deadline.
- c) Bidders not contacted within 60 working days should consider their submissions unsuccessful.
- d) The bidder must demonstrate financial capability to undertake the task by providing the banker's reference confirming bidder's financial liquidity.

9.3 LCA's Rights

- a) This Request for Proposal (RFP) does not commit the Authority to pay for any expenses incurred by the bidder in the preparation of responses to this invitation.
- b) The Authority reserves the right to accept or reject any response to this RFP.
- c) The Authority reserves the right to cancel or withdraw this RFP as a whole or in part without furnishing any reasons and without attracting any liability.
- d) The Authority reserves the right to call the Consultant to make presentations.
- e) The Authority shall not be bound to accept the lowest bid price tendered.

10. SUBMISSION FORMAT

Bid submissions must meet all the conditions indicated below, failure to comply with any submission format will lead to disqualification:

- a) The sealed tender package marked **"CONSULTANCY ON ALIGNMENT OF LCA STRUCTURE TO STRATEGY"** must be submitted on or before **15 January 2024 at 1100hrs at LCA Offices,**

- b) Bidders must submit the **original** and **four (4) copies** clearly marked **“ORIGINAL”** and **“COPIES”** as appropriate for both technical and financial proposals,
- c) Technical proposals must be in a separate package from the financial proposal.
- d) The package containing the technical proposal must be sealed, clearly marked **“TECHNICAL PROPOSAL”**,
- e) The package containing the financial proposal must be sealed, clearly marked **“FINANCIAL PROPOSAL”**,
- f) Both packages must be placed in one outer package clearly marked **“CONSULTANCY ON ALIGNMENT OF LCA STRUCTURE TO STRATEGY”**. Packages should not bear any identification of the bidder,
- g) The technical proposal should **NOT** include any financial information,
- h) All bids shall be physically delivered. Electronic submissions shall not be accepted

11. TIME FRAMES AND OTHER DETAILS

- a) Any requests for clarification on the RFP must be addressed in writing to the Chief Financial Officer at: admin@lca.org.ls, at least Five (5) days prior to the deadline,
- b) The tenders must be submitted in the tender box located at the LCA reception on the first floor, Lesotho Communications Authority, 30 Princess Margaret Road, Old Europa, Maseru, Lesotho on or before the **15 January 2024 at 1100hrs**,
- c) Bid documents will be opened on the **15 January 2024 at 1115hrs**, at LCA premises,
- d) Interested bidders are invited for the bid opening,
- e) The selected company or entity will be informed in writing and invited for contract negotiations.

12. ALL SUBMISSIONS MUST BE DELIVERED AND/OR ADDRESSED TO:

The Chief Financial Officer
1st Floor Lesotho Communications Authority Building
30 Princess Margaret Road, Old Europa
P. O. Box 15896
Maseru, LESOTHO.