



**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

SUPPLY AND IMPLEMENTATION

OF

**ENTERPRISE PERFORMANCE MANAGEMENT, BUDGETING
AND REPORTING SYSTEM**

1. BACKGROUND

The Lesotho Communications Authority (LCA) is the regulatory body for the communications sector in Lesotho. Its primary mandate is to facilitate the deployment of communications infrastructure, development and provision of affordable and sustainable communications services while promoting free and fair competition and ensuring consumer empowerment and protection. In its attempt to meet its strategic objectives and service delivery, LCA intends to acquire a system that will broadly support the implementation of enterprise performance management, budgeting and reporting.

2. INTRODUCTION

LCA invites sealed bids from suitably qualified service providers to bid for the opportunity to supply and implement an enterprise performance management, budgeting and reporting system at LCA office complex at 30 Princess Margaret Road, Old Europa Maseru (LCA Premises).

3. SERVICE REQUIREMENT AND SCOPE

LCA intends to acquire and implement an integrated software solution for the automation of its corporate performance management, budgeting and reporting that will meet present and future needs. The software solution must be a commercial off-the-shelf solution that has been successfully implemented in at least three (3) public agencies. The bidder should indicate the requirements for both on premises and/or cloud-based deployment

While the solution is off the shelf, it should be highly configurable to meet the LCA's needs and be fully integrated with the existing and future systems containing performance data. It should have the functionality to meet standard performance measurement data acquisition, analysis, and reporting needs.

The software solution should support LCA's performance management and budgeting processes while ensuring effective reporting, monitoring and evaluation. In addition, the solution should provide a functionality that links planning, strategy management (including KPI management), analytics, risk, budgeting, dash boarding, web and document reporting on a single platform.

The project implementation is expected to be completed by **31st May 2024**.

For the detailed service requirements and scope of work, please refer to Annexures 1 and 2.

4. CONDITIONS

Bid submissions must meet all the conditions indicated below, failure to comply with conditions 4.1 (a) and 4.1 (b) will lead to disqualification:

4.1 General terms and conditions

- a) Valid Tax Clearance Certificate.
- b) Valid Business Registration Documents.
- c) VAT registration certificate (where applicable).
- d) Company Profile.
- e) The submission shall include three (3) references where similar assignment(s) were undertaken and should specify full names of client companies, the contact person(s), their email addresses and telephone numbers. All references will be contacted for further information on those assignments.
- f) Lesotho laws shall be applicable.
- g) Late submissions shall not be accepted.

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

4.2 Specific terms and conditions

- a) The proposal shall clearly state the bid price for the supply and implementation of enterprise performance management, budgeting and reporting 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.

4.3 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 company representatives to make presentations.
- e) The Authority shall not be bound to accept the lowest bid price tendered.

5. SUBMISSION FORMAT

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

- 5.1 The bidder must submit one original and four copies of its bid submission document clearly marked "ORIGINAL" and "COPIES" as appropriate for both technical and financial proposals.
- 5.2 Technical proposals must be in a separate package from the Financial proposals.
- 5.3 The package containing the technical proposal must be sealed, clearly marked "TECHNICAL PROPOSAL", and the package containing the financial proposal must be sealed, clearly marked "FINANCIAL PROPOSAL".
- 5.4 The technical proposal should NOT include any financial information. Both packages must be placed in one outer package clearly marked "TENDER FOR THE SUPPLY OF ENTERPRISE PERFORMANCE MANAGEMENT, BUDGETING AND REPORTING SYSTEM". Packages should not bear any identification of the bidder.
- 5.5 All bids shall be physically delivered. Electronic submissions shall not be accepted.

6. TIME FRAMES AND OTHER DETAILS

- 6.1 Any request for clarification on the RFP must be addressed in writing to the Chief Financial Officer at admin@lca.org.ls at least five days prior to the deadline.
- 6.2 The tenders must be submitted in the tender box located at the LCA reception on the 1st Floor, Lesotho Communications Authority, 30 Princess Margaret Road, Old Europa, Maseru, Lesotho on or before Thursday, the 25th January 2024 at 11hr00. No submission shall be accepted after the closing time.
- 6.3 Opening of bid documents shall be on the 25th January 2024 at 11hr15 at LCA premises.
- 6.4 Interested bidders are invited for the bid opening and only one representative from a bidding company will be allowed to attend.
- 6.5 The selected company or entity shall be informed in writing and invited for contract negotiations.

7. ALL SUBMISSIONS MUST BE DELIVERED AND ADDRESSED TO:

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

ANNEXURE 1

REQUIREMENTS FOR THE ENTERPRISE PERFORMANCE MANAGEMENT, BUDGETING AND REPORTING SYSTEM

This section presents the business requirements for the system. The requirements together with their descriptions are outlined in the following tables:

- a) Table 1.1 General requirements
- b) Table 1.2 Budgeting module requirements
- c) Table 1.3 Data migration, integration and analyses requirements
- d) Table 1.4 Reporting and monitoring requirements
- e) Table 1.5 Security requirements
- f) Table 1.6 Maintenance requirements

Bidders are required to duly fill the column in each table labelled “Bidder’s Response”, irrespective of any attachments included. It is important to note that in the bidder’s response column, the bidder’s response may be:

- a) Either YES or NO
- b) Provide details (It is an open text where Bidders MUST provide substantive responses)
- c) Provide details including attachments screenshots etc

Requirements that are rated as a NEED in the IMPORTANCE column are an essential need for the LCA while requirements that are rated as a WANT are desirable.

Any attached documents (screenshots etc) should be cross-referenced to the system requirements as per the attached tables.

Failure to conform to the above conditions will render the bid being treated as non-responsive.

Table 1.1 GENERAL REQUIREMENTS

REQUIREMENT	DESCRIPTION	IMPORTANCE	BIDDER'S RESPONSE
1.1.1 Deployment Model	Cloud Based?		Yes/No
	On Premises?		Yes/No
1.1.2 Cloud based hosting	For cloud based option, the software must be provided as a cloud SaaS (Software as a service) solution that is accessible from anywhere, at any time from any web enabled device	Need	Please provide details
1.1.3 Web-Based Technology	The software must support different internet browsers	Need	Yes/No
	The software must include a graphical user interface usable from any compatible web browser with advanced graphic features.	Need	Yes/No
1.1.4 File integration	The software must have the ability to download into different file formats (i.e. MS products such as PowerPoint, Excel, Word, Power BI etc)	Need	Please provide details
	The software must have the ability to upload files under different formats such as Excel, CSV, XML, PDF, JPEG/PNG etc	Need	Please provide details
1.1.5 Multi-divisional concurrent Access (Licensing)	The software must allow more than one user at the same time - (For Licensing purposes, please note that LCA has 50 employees and 5 Divisions/Departments).	Need	Please provide details
1.1.6 Data input controls	The software must incorporate logic testing to alert users of potentially invalid measure values.	Need	Yes/No
	The software must have the capability to save the information and to return later to complete and/or update applications (auto-save preferred).	Need	Yes/No
1.1.7 Number of environments	There should be a minimum of 2 environments for testing and production.	Want	Please provide details
1.1.8 Mobile Access	System should be mobile-ready and allow users to use the system on their smartphones.	Want	Yes/No
1.1.9 Sizing and Performance	The software must be scalable to be able to process increasing volumes of data without losing performance	Need	Yes/No
1.1.10 Data limits	Does the software have any limits in the volume or type of data that can be processed?	Want	Please provide details

1.1.11 Role based security	The software must provide an audit trail with user id and date/time stamp for adds/changes/deletes made to application elements	Need	Yes/No
1.1.12 Availability and Durability	Is there an SLA that is in place for the availability of the system and durability of the data?	Need	Please provide details
1.1.13 Disaster Recovery and Business Continuity	Are there precautions that are taken to mitigate disaster situations and to ensure business continuity?	Need	Please provide details
1.1.14 Backup	The system must have a backup solution that can restore a snapshot to a previous point of time onto the same or different environment, either for disaster recovery, issue resolution or testing further improvements to the system.	Need	Yes/No
1.1.15 GIS Integration	The system must have the capability to integrate with GIS - the ability to track and display performance based on geocoding.	Want	Yes/No
1.1.16 Work flow Capabilities	The system must have the capability to trigger an email notification to hierarchy of users	Need	Yes/No
1.1.17 User Experience	The software must be intuitive and easy to use for all types of users.	Need	Please provide screenshots that demonstrate some of the key features and how this support the user experience

Table 1.2 BUDGETING MODULE REQUIREMENTS

REQUIREMENT	DESCRIPTION	IMPORTANCE	BIDDER'S RESPONSE
1.2.1 Budget Process Management	a) The system must provide the functionalities of a budget system from the individual planning execution until the consolidation. The system must allow the financial budget monitoring with actual data	Need	Please provide details and screenshots
	b) The system must allow the monitoring of each process to follow the process execution and ensure budget deadlines are achieved.	Need	Yes/No

REQUIREMENT	DESCRIPTION	IMPORTANCE	BIDDER'S RESPONSE
1.2.2 Carry Forward	The system must have the ability to manage funds that are carried from one year to the next.	Need	Please provide details
1.2.3 Budget Versions	The system must allow users to create multiple budget versions and create a new version from another	Need	Please provide details
1.2.4 Multi-currency	The system must have the ability to manage multiple currencies and allow currency conversions	Need	Yes/No

Table 1.3 DATA MIGRATION, INTERGRATION AND ANALYSES

REQUIREMENT	DESCRIPTION	IMPORTANCE	BIDDER'S RESPONSE
1.3.1 Historical data migration	The software must have the ability to integrate and migrate historical data from the past three years.	Need	Yes/No
1.3.2 Manual data collection	The system must allow manual data collection	Need	Please provide details
1.3.3 Data integration	a) Architecture	The system must have an open architecture and be able to extract, transform and load data from rational database via APIs.	Please provide details
	b) Import	The system must support integration import of data from multiple data sources (SAP, SAGE, etc)	Please provide details
	c) Export	The system must support data transfer export to multiple applications and systems (Power BI, Excel, etc)	Please provide details
1.3.4 Data audit reports	The system must automatically generate data audit reports to monitor missing data	Want	Please provide details
1.3.5 Data Analysis	a) Build in Statistical functions	The software must include, but not be limited to, mean, median, mode, variance, standard deviation, frequency, recency, dormancy, and forecasting	Yes/No
	b) Advanced Analytics	The software must have the possibility to store large volumes of data to ensure the best "what-if" simulations with predictive analytics or AI.	Yes/No

TABLE 1.4 REPORTING AND MONITORING

REQUIREMENT	DESCRIPTION	IMPORTANCE	BIDDER'S RESPONSE
1.4.1 Graphical representation	a) The software must have data visualization capabilities that include the ability to produce charts, graphs, multiple dashboarding components, and multiple output formats.	Need	Please provide screenshots with accompanying text.
	b) The software must have drill-down capabilities, performance measure indexing capabilities, and automated scheduling	Need	Please provide screenshots with accompanying text.
1.4.2 Flexible reporting	a) The software must provide some predefined templates and -standard reports to help the user when designing reports or dashboards	Need	Yes/No
	b) The software must be able to produce Excel based web reports for users.	Need	Please provide screenshots that demonstrate browser-based report
	c) The software must have the ability to export data for Ad-Hoc Reporting purposes: The system must provide a reporting mechanism so that users can use the most current data to create ad-hoc queries and reports.	Need	Yes/No
	d) The system must allow users to work on the same reports and collaborate with comments	Need	Please provide details
1.4.3 Monitor corporate performance	a) The software must have the ability to record, update, and track performance on key performance indicators of the Authority's Strategic Plan and projects.	Need	Please provide details
	b) The software must have the ability to capture additional information provided when reporting on strategic initiatives, such as long descriptions, short descriptions, notes, images, and links. The system must integrate with Microsoft Excel as a minimum. Data should be centralised to the database and update the reports with real-time data.	Need	Please provide details
	c) The software must have the ability to assign an unlimited number of Key Performance Indicators	Need	Please provide details

Table 1.5 SECURITY REQUIREMENTS

REQUIREMENT	DESCRIPTION	IMPORTANCE	BIDDER'S RESPONSE
1.5.1 Incident Response	For cloud-based option, is there an incident response plan?	Need	Please provide details
1.5.2 Compliance and Privacy	a) Bidder should comply with the Lesotho's data protection act, 2011 as well as Numerous international regulations pertaining to the storage and use of data, such as General data protection regulation (GDPR).	Need	Yes/No
	b) For cloud-based option, bidder must ensure that all critical data are masked and that only authorized users have access to data in its entirety. Moreover, digital identities and credentials must be protected as should any data that the provider collects or produces about customer activity in the cloud.	Need	Yes/No
	c) The LCA's data will not be used for vendor advertising or other promotional purposes. It will not be sold to third parties	Need	Yes/No
	d) In addition to producing logs and audit trails, provider must work with LCA to ensure that these logs and audit trails are properly secured, maintained for as long as the LCA requires, and are accessible for the purposes of forensic investigation.	Need	Please provide details of these controls.
1.5.3 Data Protection	a) For cloud-based option, please indicate where the LCA's data will be stored (geographical locations)	Need	Please provide details
	b) For cloud-based option, list the type of encryption used to secure the data	Need	Please provide details
	c) For cloud-based option, detail how the data is protected against leaks	Need	Please provide details
	d) For cloud-based option, provide a list of the bidder's employees and third parties that can access the Authority's data	Need	Please provide details

REQUIREMENT	DESCRIPTION	IMPORTANCE	BIDDER'S RESPONSE
	e) For cloud-based option, provide the method by which the Authority's data will be sanitized from your storage when the contract is terminated, to include backup copies. Additionally, the provider must have a method to return all data to the Authority if the provider goes out of business or is shut down	Need	Please provide details
1.5.4 Data Encryption	For cloud-based option, please describe the level of data encryption enforced on data within the System and when being transferred into or out of the system.	Need	Please provide details
1.5.5 Data segregation	For cloud-based option, describe how the segregation of different customers data is implemented to ensure confidentiality and integrity.	Need	Please provide details
1.5.6 Configuration change tracking	The system must track the configuration as: updates, changes, and modifications in a log. It should be possible to view previous values with date, time and name of the person who made the change.	Need	Yes/No
1.5.7 Hierarchy security	Access to data through application security at various levels (e.g. Manager/Supervisor or Reviewer, etc.)	Need	Yes/No
1.5.8 Authentication	a) For cloud-based option, the system must support modern authentication including MFA.	Need	Yes/No
	b) Users should be able to access the system from any location, from any device at any time.	Want	Yes/No
1.5.9 Web access	For cloud-based option, access to the web interface must be limited to the https protocol supported by a security certificate (certificate - token)	Need	Yes/No
1.5.10 Hacking Protection	For cloud-based option describe how the system can be protected from potential hackers, bad bots, and other threats. For example, can user access to the system be limited by source IP address and is the system protected by a webapplication firewall.	Need	Please provide details

Table 1.6 MAINTENANCE REQUIREMENTS

REQUIREMENT	DESCRIPTION	IMPORTANCE	BIDDER'S RESPONSE
1.6.1 System Updates	For cloud-based option, is there a process that is in place to manage changes to the SaaS?	Need	Please provide details
1.6.2 Support SLA	What support is provided for the system.	Need	Please provide details (the sample SLA)

ANNEXURE 2

IMPLEMENTATION AND PROJECT MANAGEMENT

The Bidder must provide a detailed PROJECT PLAN that include all the DELIVERABLES and TIMELINES. In addition, the implementation plan should provide a full description of the services and processes that will be undertaken to implement the complete Performance Management, Budgeting and Reporting System in the most efficient, timely and comprehensive manner. The implementation plan must include but not limited to the following information:

- Adherence to best practice project management methodology
- System setup and configuration to address integrations with LCA's current systems
- Onsite training until the new system is fully operational
- Implementation team - the profiles of the team that will be involved with implementation. This should include their experience in implementing the system within an organization such as LCA
- 3rd Party Implementation Partner - if there is an intention to use 3rd party organization to support any stage of the implementation process, it should be indicated
- User Acceptance Testing