

## **REQUEST FOR PROPOSALS**

### **REVIEW OF THE AUTHORITY'S ORGANISATIONAL STRUCTURE, DESIGN OF A RECOGNITION AND REWARD STRATEGY, AND REMUNERATION STRUCTURE CONSULTANCY**

The Lesotho Communications Authority (LCA) is the regulatory body for the communication sector in Lesotho. Its primary mandate is to facilitate the development and provision of affordable and sustainable communications services while promoting free and fair competition, and ensuring consumer protection.

In pursuit of continuous improvement and sustained service delivery in the changing environment, the Authority invites eligible consulting companies to submit proposals to undertake consultancy for the review of its organizational structure. The reviewed structure should consider the dynamic changes in technological developments within the Communications Sector. The consultancy will also design a recognition & reward strategy to be linked to the performance management system (PMS) of the Authority. Lastly, the consultancy should review the Authority's remuneration packages and benchmark them with similar organisations and recommend appropriate market related packages.

1. The key deliverables will entail:
  - 1.1 An appropriate Organizational structure.
  - 1.2 Job descriptions and job specifications.
  - 1.3 A recognition and reward strategy.
  - 1.4 Remuneration packages.

The current establishment of the Authority is just in excess of thirty (30) positions.

2. Interested consultants should submit proposals on, but not limited to the following:

- 2.1 Proposals providing full scope of service and the methodology in undertaking such consultancy;
- 2.2 Proposed duration of the consultancy;
- 2.3 Professional and experience background of the firm in relation to other similar assignment or projects; and
- 2.4 Record of qualifications and experience of key personnel to carry out the assignment;

3. **Scope of work**

- 3.1 Consultant to familiarize itself with LCA functions, duties, objectives and activities and review the current organizational structure, staffing levels, job descriptions and performance management system.
- 3.2 within the context of the LCA draft bill that provide for extended mandate and additional objectives analyse the existing organizational structure to determine its appropriateness to meet the converged regulatory organisation envisaged in the draft bill.
- 3.3 Further to 3.2 above, design a detailed organisational structure of LCA that will facilitate the Authority to ably discharge its expanded mandate.
- 3.4 Draw job descriptions for all positions in the organizational structure.

- 3.5 In view of the established PMS, design an appropriate recognition & reward strategy with the view to reward and recognise outstanding performance and provide an incentive for high performance.
- 3.7 Review the remuneration package of LCA and benchmark it against similar organisations in Lesotho and in the region. In the review process, peculiar economic and other factors pertinent to Lesotho should be considered.
- 3.8 On the basis of the outcome of 3.7 above, design a suitable remuneration structure for LCA.

#### **4. Submission Format**

- 4.1 Technical proposals shall be submitted separate from financial proposals. In one envelope marked “Technical Proposal for organisational structure, design of a recognition reward strategy and remuneration packages” shall be one original copy and two photocopies of Technical proposals.
- 4.2 In the other envelope marked “Financial Proposal” shall be one original copy and two photocopies of Financial proposals.
- 4.3 All proposals shall be signed. LCA shall not be bound to accept the lowest bidder.

#### **5 Conditions**

Submissions must meet all the conditions indicated below:

- 5.1 References - The consultant must provide names of companies where they performed similar assignments, including contact persons, phone numbers and physical address.
- 5.2 Certified copies of Trading licence, and current tax certificates must be provided.
- 5.3 Submission on time.

The closing date for submission of proposals is Friday 15<sup>th</sup> May 2009 at 16:00hrs.

Proposals in sealed envelopes bearing no names and clearly marked "Proposals for organisational structure, design of a recognition reward strategy and remuneration packages" should be delivered to the following address:

The Director  
Corporate Services Division  
Lesotho Communications Authority  
6<sup>th</sup> Floor, Moposo House  
Kingsway Road  
P.O. Box 15896  
Maseru.

Tel: +266 22224300  
Fax: +266 22310984  
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