CENTRAL BANK OF LESOTHO

REQUEST FOR PROPOSAL

RFP TITTLE: **ACQUISITION OF A HUMAN RESOURCE MANAGEMENT SYSTEM**

RFP NO: **CBL/FNC/8/C/TC/01/2020**

Submission Location:

Tender Box Reception area

Central Bank of Lesotho

Cnr. Moshoeshoe & Airport Roads

Maseru, Lesotho

Contact person:

Name: 'Matsepo Lechela

Title: Secretary, Tender Committee

Phone (266) 22232126

Fax number: (266) 22310051/22310679

Email: mlechela***@centralbank.org.ls***

TABLE OF CONTENTS

1. INTRODUCTION 3

2. PROJECT OBJECTIVE 4

3. SCOPE OF WORK 4

4. PROJECT DELIVERABLES 5

5. SYSTEM FUNCTIONAL REQUIREMENTS 6

5.1 System Administration 6
5.2 Recruitment Management 7
5.3 Employee Profile Management 9
5.4 Leave Management 11
5.5 Payroll Management 13
5.6 Staff Benefit Management 14
5.7 Performance Management 16
5.8 Succession Management (Promotions, Rotations & Transfers) 18
5.9 Training Management 19
5.10 Wellness Management 23
5.11 Separation Management 24
5.12 Self-Service 28
5.13 Mail Alerts 30
5.14 HR Data Analytics and HR Administration Reporting 30

6. PACKAGE QUALITY FEATURES 37

6.1 Password Configuration 37
6.2 Data Accuracy 38
6.3 Audit 39
6.4 Compatibility 40
6.5 Portability 40
6.6 Customizability 40
6.7 Scalability 40
6.8 Reliability 41

7. PROJECT IMPLEMENTATION REQUIREMENTS 42

7.1 PROJECT MANAGEMENT 42
7.2 ASSUMPTIONS 43

8. TERMINOLOGY FOR THIS RFP 44

9. PROPOSAL PREPARATION (PROPOSAL FORMAT) 44

9.1 Technical Proposal 44
9.2 Financial Proposal 108
9.3 Mandatory Documents (Required as part of the Proposal) 108

10. REQUEST FOR PROPOSAL PROCESS 109

10.1 Contact Persons 109
10.2 Clarification 109
10.3 Eligibility 109
10.4 Delivery of Proposals 109
10.4.1 Technical Proposal 109
10.4.2 Financial proposal 110

10.5 OPENING OF PROPOSALS 110
10.6 EVALUATION OF PROPOSALS AND SELECTION 110

11. EVALUATION CRITERIA 111

11.1 MANDATORY DOCUMENTS EVALUATION CRITERIA 111
11.2 TECHNICAL PROPOSAL EVALUATION CRITERIA: 111
11.2.1 Submissions evaluation criteria 111
11.2.2 Pitch evaluation criteria 112
11.3 FINANCIAL EVALUATION 112

12. TERMS AND CONDITIONS OF THE RFP 113

12.1 PROPOSAL VALIDITY & FIRM PRICING 113
12.2 CURRENCY AND TAXES 113
12.3 OWNERSHIP OF PROPOSALS 113
12.4 CONFIDENTIALITY OF INFORMATION 113
12.5 TECHNICAL FACILITIES 114
12.6 COSTS OF RESPONDING 114
12.7 BACKGROUND CHECK 114
12.8 PERFORMANCE BOND 115
12.9 HEALTH AND SAFETY 115
12.10 ACCEPTANCE AND/OR REJECTION OF PROPOSALS 115

1. INTRODUCTION

Managing employee records, attracting and retaining high performers, maintaining accurate and timely payroll and managing all aspects of human resource management processes can be a serious challenge without proper management systems. The use of Human Resource Management Systems in organisations can expedite the task of managing employee records and a whole spectrum of human resource management processes leading to benefits such as improved human resource service delivery, better achievement of the organisation's mission critical objectives and improved organisational efficiency through better utilization of human resources.

The Human Resources Department of the Central Bank of Lesotho is charged with among other duties, recruitment, training and skills development, career planning, staff welfare, coordination of performance management, separation and personnel records management. To date, the Department has been performing some of these functions manually or with an aid of spread sheets. Other functions such as payroll, leave management were already automated within the current outgoing system.

Due to the need to be a strategic partner and increasing number of staff in the Bank, the task of handling the human resources has become cumbersome to manage with the makeshift management tools. With the realisation of the benefits of employing human resource management systems discussed above and the need to address human resource management challenges in the Bank, the Bank has realised a need to implement an automated human resource management system.

2. PROJECT OBJECTIVE

The main objectives of the project are:

a) To improve record keeping for personnel records

b) To improve the Human Resources Department's service delivery through the reduction of time and effort required for managing employees' records.

c) To improve payroll processing function by paying employees fairly, accurately and on time

3. SCOPE OF WORK

In order for the Bank to gain the maximum benefit from the exercise, the proponent will be expected to: -

a) Study the Bank's Human Resource Department, Finance Department and any department that are stakeholders in this project.

b) Supply, configure, test and commission the system and/or related hardware and software at the Bank.

c) Supply the system's documentation in the form of installation media, software licenses, user manuals, administration manuals, etc.

d) Provide onsite user and administration training to selected personnel from the Bank who in turn will train the rest of the staff on the system's features.

e) Migrate HR data from the current system to the new solution.

f) Provide free maintenance during a warranty period of at least 8 months after commissioning of the solution.

4. PROJECT DELIVERABLES

The following deliverables will be expected from this exercise:

a) Project Charter including a project plan for carrying out the implementation. Abide by the project reporting guidelines of the Bank.

b) Human Resource Management Software to implement. The proposed solution **should** have the following key features;

- System Administration
- Recruitment Management
- Employee Profile Management
- Leave Management
- Payroll Management
- Benefit Management
- Performance Management
- Succession Management
- Training Management
- Wellness Management including medical aid record management
- Separation Management
- Self-Service features for employees to view payslips, apply for leaves etc.
- Email Alerts for key services
- HR data analytics and business intelligence reporting

c) License keys for the software and all its components.

d) Installed, configured, operational Human Resource Management System.

e) Software UAT and report thereof.

f) Complete data in the new system.

g) System's documentation in the form of installation media, user and administration manuals, software licenses, etc.

h) Trained personnel in the usage and administration of the system.

i) Maintenance Contract/Service Level Agreement.

j) Project Sign-off.

5. SYSTEM FUNCTIONAL REQUIREMENTS

5.1 System Administration

The system should have an administrative component where general system administrators and other HR administrative staff can define and manage certain system administration tasks. This includes the following;

a) *User Administration:* the system should have a user administration feature that allows administrative users to define and maintain users of the system. This feature should allow for the definition of different user groups in order to facilitate the distinctions to be made between the general system administrators, HR administrative users and other users.

b) *Company/Organisation Information Maintenance*: the system should be able to maintain such information as the general information about the institution, the company structures (i.e. the organisation structure with relevant divisions and departments) and company assets (e.g. vehicles, laptops, cell phones, etc.) that may be allocated to the personnel by virtue of being in certain positions in the institution so as to be able to relate the employees to the structures of the enterprise and properties allocated to them.

c) *Job Details Maintenance*: the system should maintain such information as the job titles, job specifications, pay grades or job scale, employment status, job categories, skills required, academic education required, etc.

about the various jobs available in the Bank in order to relate the personnel with the jobs they hold in the organisation.

d) *Qualifications Maintenance*: the system should maintain such information as the academic qualifications, certificates and licensing held by the staff so as to be able to relate this information to the staff.

e) *Skills Maintenance:* in addition to the qualifications, the system should be able to maintain information about skills possessed by the employees in order to be able to relate this information to the relevant staff.

f) *Benefits plans Maintenance:* The system should allow administrators to add benefit plans, set conditions and eligibility rules for such plans.

5.2 Recruitment Management

The system should have a recruitment portal capable of providing the following functionalities;

a) *Recruitment Positions' Specification*: The portal should provide the recruitment personnel the ability to post open jobs along with the necessary details about the positions being filled and allow the relevant line managers and/or senior HR supervisors to approve posted jobs before such jobs can be publicly available.

b) *Recruitment Search and Applications*: The system should allow job seekers the ability to search and view the details about vacant posts as well as to apply for such positions online via a web-browser. It should also allow HR personnel to fill-in the resumes of applicants for the applications that are submitted physically.

c) *Applicant Tracking*: The solution should maintain a record of applications submitted for the different positions posted. It should specifically allow HR personnel to search for eligible applicants based on the specified job requirements.

d) *Application Analysis & Short-listing*: Based on the parameters of the jobs specified and more especially the required qualifications, the system should be able to analyse available applications, identify areas of conformance and non-conformance to the job requirements and provide a short-list of candidates to proceed to the next stage of interviews. This analysis should be available to recruitment personnel and the relevant line managers to review.

e) *Interview Results Tracking*: the solution should allow recruitment personnel to capture and be able search for the interview results for the various the jobs posted.

f) *Custom Response Letters*: Based on the outcome of the evaluation, the system should be able to generate relevant custom recruitment letters for all the applicants (i.e. the short-listed candidates will each receive interview invitations prior to the interviews, the successful candidate will get the offer of appointment letter while all other applicants will each receive regret letters).

g) *Personnel Confirmations*: The system should also be able to give notifications for due confirmations, facilitate the processing of the confirmations and maintain a record of the processed confirmations.

5.3 Employee Profile Management

In order to maintain a record of employees within the organisation and to assist HR personnel with employee records related reporting, the system should have the following capabilities;

a) *Employee Records Maintenance:* The system should maintain relevant employee related information. This record about an employee should include the following details;

   i) *Personal Particulars:* the system should be able to maintain and track the following information about staff members;
      - Employee names,
      - Employment number
      - Date and place of birth,
      - Gender,
      - Marital status,
      - Physical and postal addresses,
      - Contact numbers including an emergency contact no, home, cell and alternative numbers,
      - Spouse details including addresses and contact numbers,
      - Names & dates of birth of children and dependents,
      - Beneficiary(ies),
      - Parents' particulars (i.e. names and addresses),
      - Bank Details

- Employee images/pictures

ii) *Employment History Tracking:* The system should have the functionality of maintaining the employment history for employees. This should include such information as;

- Employer
- Job title
- Start and End Date
- Comments

iii) *Academic Details:* the system should maintain the following details about an employee's qualifications for all the qualifications possessed by an employee from the last to the first;

- Year qualified,
- Institution,
- Level of qualification,
- Qualification,
- Majors/Subjects
- Overall Assessment Score
- Comments

iv) *Competency Profile:* the system should maintain the following details about employees' skills for all the relevant skills possessed by an employee;

- Competency/Skill Type,
- Proficiency Level

- Status (e.g. in progress, achieved, etc.)
- Date From
- Comments

v) *Disciplinary Records:* The system should keep the record of all the disciplinary cases taken against staff members. Specifically, the system should allow HR administrators to capture such information as the transgression date, the nature of the transgression, the hearing date, the outcome of the hearing, the sanctions taken against the particular employee and the appeals made with their outcomes, if applicable.

vi) *Company Assets:* the system should be able to manage company's fixed assets allocated to employees. Specifically, the system should be able to;

- assign assets to employees, and
- indicate at any stage in time the assets assigned to any employee

vii) *Attachments:* The system should also allow HR staff to attach files such as the resumes, certificates, documentation relating to disciplinary cases, pre-employment medical screening reports, etc. relating to a particular employee on the employee's profile.

5.4 Leave Management

The Bank provides various forms of leave to its employees. These include annual leave, emergency leave, compassionate leave, sick leave, maternity leave, sabbatical leave, leave of absence without pay, study leave,

secondments and absence without leave. All these various forms have different rules and regulations that govern them. To cater for these various leave types system should have a leave management component capable of providing the following functionalities

a) *Leave Types Maintenance:* the solution should allow administrative users to specify the relevant types of leave available for staff in the Bank.
b) *Leave Forms Maintenance:* The solution should allow administrative users to create and maintain custom leave application forms to be completed by applicants upon applying for leave.
c) *Leave Rules Maintenance:* the solution should allow administrative users to specify custom rules such as for entitlements, eligibility, etc. governing the different forms of leave and be able to enforce these rules.
d) *Leave Applications:* the system should allow staff to check their eligibility for leave, apply for their leave online. It should also allow applicants the ability to attach any supporting documents upon applying. The system should also allow reviewers of the leave with the same ability to *attach documents, links, etc. and to provide comments on the leave instances.*
e) *Eligibility Confirmations*: the system should allow HR Administrative staff to check the eligibility of the applications and to confirm that submitted applications do meet the requirements.
f) *Leave Approvals:* the system should allow supervisors of the staff applying for leave to also be able to check eligibility of the leave applications and to reject or approve leave applications thereby assigning the leave to the applicants. Upon assigning leave to applicants, the system should

automatically update their leave records to reduce the number of leave days remaining for the particular employee who is being assigned leave. Notifications should also be sent via email to the applicants as a way of notification for the outcome.

5.5 Payroll Management

The required payroll portal should perform the tasks necessary to organise the compensation of employees for the period worked. This may include total hours worked, grades in line with the salary structure and general management of payments and emoluments. The system should not be limited to perform the following functions.

a) *Payroll Processing and Management:* the system should be able to process and manage payroll. It needs to ensure that every member of staff is compensated correctly via the preferred method of payment.
b) *Integration with other systems:* The system should be integrated with the core payments systems of the Bank and Finance General Ledger for updating account balances.
c) *Tax Filing Services:* The system should provide tax filing features to avoid any miscalculations or issues within the jurisdiction of Lesotho.
d) *Compensation Administration:* The system should have compensation management features and functionality that will allow adjustment for changes such as bonuses, gratuity, severance pay and overtimes.

e) *Employee Self-Service:* The system should allow employees to access the personal payroll data such as pay slips and P16 (record of emoluments received and total tax paid for the tax year).

f) *Multiple Pay Groups:* The system should allow payroll users to run different payroll for different groups that exists in the bank. For example, payrolls for CBL and LRCC are run separately.

g) *Reporting:* The reports should be available to provide a high level overview of budget, taxes, members of staff compensation and other payroll data. The reports should reveal trends and patterns which HR and Finance departments can use to improve operations. Provide Audit trail report on the system on the updates and changes made by employees and administrators.

5.6 Staff Benefit Management

The Bank provides various types of staff welfare and benefit schemes to its employees. These include housing allowances, car allowances, housing loans, house maintenance and improvement loans, car loans, furniture loans, personal loans and advances. All these various schemes have different rules and regulations that govern them. To cater for these benefit schemes, the system should have a benefit management component capable of providing the following functionalities;

a) *Benefit Type Maintenance:* the solution should allow administrative users to specify the relevant benefit schemes available for staff in the Bank.

b) *Benefit Application Forms Maintenance:* The solution should allow administrative users to create and maintain custom benefit enrolment forms to be completed by applicants upon applying for the various types of benefits.

c) *Benefit Rules Maintenance:* the solution should allow administrative users to specify rules (e.g. waiting periods, limits per employee, etc.) governing the different forms of benefits and be able to enforce those rules.

d) *Benefit Applications:* the system should allow staff to check their eligibility for the various schemes and to apply for the schemes online

e) *Eligibility Tracking and Confirmations:* the system should be able to track eligibility of the applications and allow HR staff to check and confirm that submitted applications do meet the requirements.

f) *Benefit Approvals and Allocations:* the system should allow benefit administration supervisors to check eligibility of the benefit applications and to approve and allocate the benefits to applicants or to reject them if the applications do not qualify. Upon allocation, the system should pass deduction instructions to the payroll system such that the payroll system will then takeover and perform the due deductions on the benefit, if it involves repayments. These instructions should include among others, the period of repayment, the applicable principal and interest payments required, etc.

g) *Premature Settlements and Rollovers:* for the benefits involving repayments, the system should allow premature settlements and rollovers on the schemes.

5.7 Performance Management

Like any other Organization, the Bank tracks employee performance to ensure that employees focus on reaching the Organization's critical goals. To support this function, the HR system should have the following capabilities;

a) *Performance Planning:* the system should be able to support performance planning with both top-down and bottom-up approach. Through the top-down approach, the system should allow setting high-level goals for the entire organization, cascading the high-level goals down the organizational hierarchy and aligning them with the departmental and individual goals. With the bottom-up the system should allow the Bank through its hierarchical structures to set individual, divisional and departmental goals and align them with the high-level objectives setup for the organization. To facilitate the appraisal process, the system should also generate individual employees' performance contracts indicating among others such details as the key performance areas, the measure of performance and the target performance based on the scheduling of activities from the performance plans. Since the plans should not be cast on stone, the system should also allow for the set performance plans to be refined and adjusted over time thereby also adjusting the performance contracts, should circumstances warrant changes to the plans. Any adjustments to the plans should be subject to approvals and new performance agreements.

b) *Performance Tracking:* in order to assist employees in their efforts to accomplish set targets and be able to track their progress towards achieving the targets, the system should have a feature to notify employees about tasks the employee is supposed to carry out and to allow employees to complete performance journal notes throughout the performance appraisal period as well as to provide task-progress information periodically.

c) *Performance Review/Appraisal:* to facilitate periodic performance reviews, the system should allow administrative users to set and schedule performance reviews. Upon the scheduled review dates, the system should automatically generate messages to notify the employees and their appraisers about due appraisals and allow them to log in and capture performance ratings and comments but with only the reviewer's ratings going to affect the final scores. The appraisal information completed should include among others the dates of appraisal, the ratings against the set performance areas, reviewer's comments, the overall appraisal scores, the potential for promotion, the reviewer's assessment of the employee's risk of leaving, etc.

d) *Performance Related Salary Increments:* to facilitate performance related salary increases, the system should allow HR personnel to specify a total performance related salary increment margin periodically in the system. The system should then use the final scores from the appraisal process to determine the applicable increase margin corresponding to the

employee's performance. To illustrate this, assuming the total performance related margin is 20%. An employee who has scored 100% from the performance evaluation will get a 20% increase while a person who has 75% from the evaluation will get 15% increase. The resulting increase margin should then be fed by the HR system to the Payroll system in order for the payroll system to effect such a margin to the employee in consideration.

5.8 Succession Management (Promotions, Rotations & Transfers)

Like in any other establishment, employees within the Bank can move from one position to another either by way of promotions, rotations, transfers as well as for acting appointments. To be able to plan for and manage these kinds of movement, the system should have the following capabilities;

a) *Determination of Suitable Candidates*

i) *For Promotions:* the system should be able to combine the academic qualifications, the skills information and the appraisal information to assist senior HR supervisors and line managers to determine high potential employees to ear-mark them for higher positions should such position be available either on full-time basis or for short-term basis through acting appointments. The system should identify employees who meet the required academic qualifications and skill requirements or are closest to the minimum requirements and have also been rated

as having a high potential for promotion in the appraisal process. For each senior position, the system should be able to determine relevant candidates and rank them based on their relevance to the positions in consideration.

ii) *For Rotations and Transfers:* in the case of rotations and lateral transfers the system should combine the academic qualifications, the skills information and the appraisal information to assist senior HR supervisors and line managers to determine employees to ear-mark for horizontal movements through rotations and lateral transfers. Specifically, the system should identify employees who meet the required academic qualifications and skill requirements or are closest to the requirements in the other position. Similarly, for each position the system should be able to determine relevant candidates and rank them based on their relevance to the positions in consideration.

b) *Appointment of Staff for Promotions, Rotations and Transfers:* the system should allow line managers with the ability to propose employees identified as suitable for the promotions, rotations and transfers from the suitability relevance rankings discussed above. These proposals should be approved by senior HR supervisors. Upon these approvals, the system should automatically reassign the employees to the new positions.

5.9 Training Management

The Bank places very high value on the skills development for its employees. In this regard, the Bank provides training to its employees either on full-time or part-time basis as well as through short courses. This then warrants the Bank to be able manage the approval of training applications and to track the disbursements per employee or group of employees, the training provided, the applicable bonding for employees who have undertaken training as well as the total investments the Bank has made on employee training. To support these, the intended HR solution should have the following capabilities;

a) *Training Needs Assessment:* based on the details of the jobs defined in the system, the system should be able to determine the skills required for the positions and match them against the training completed and the skills acquired by the employees in those positions or for those in the talent pool for the positions to determine the qualification or skill-gap for the employees. This will then serve as a basis for the prioritization of training needs and for the establishment of the training plans.

b) *Training Courses/Programs Management:* the system should allow HR personnel to capture training courses or programs required to fulfil the training gaps identified from the training needs assessment stage. In the case of programs, the system should allow the personnel to specify training subjects/courses or making up the entire program.

c) *Training Providers/Institutions Management:* the system should allow HR personnel to capture accredited training providers or institutions in which

employees within the Bank can undergo training from. These institutions should be linked with the individual instances of applications submitted and employees undertaking training in the particular training provider.

d) *Training Rules Management:* the solution should allow administrative users to specify rules (e.g. waiting periods, applicable bonding periods (if any), etc.) governing the different forms of training and be able to enforce those rules.

e) *Training Applications and Approval:* to facilitate the approval process for training applications, the system should allow line managers to input training proposals online. Based on the outcome of the approval process, the system should also allow senior HR supervisors to approve/reject submitted proposals in the system, thereby allocating the training to the approved applicants. The proposals should include among others the descriptions of the courses/programs proposed, the proposed training institution, the planned start and end-dates for the training courses or to capture the start and end-dates of the individual subjects/courses within a program as well as for the program as a whole and the applicable costs for courses/programs with the necessary breakdown of the expenditure and their expected disbursement dates. Based on the applicable rules discussed above, the system should be able to determine and assign applicable bonding periods upon the training approvals.

f) *Training Courses/Programs Tracking:* the system should match the employees' progress against the planned progress information and allow HR personnel to periodically update progress information on the courses undertaken. This should include among others the evaluation outcome (i.e. success or failure in the course or program), the dates of completion (if applicable), etc. In addition, the system should also be able to produce training progress status reports for employees either individually or for a group of employees upon enquiry.

g) *Training Costs Tracking:* upon any disbursement made on training, the system should match the disbursements made against the disbursement plans and allow HR personnel to capture the disbursement information for the individual disbursements made. It should also maintain a cumulative total of disbursements made to date on any program/course undertaken by an employee. These total disbursements serve as a basis for the calculation of employee bonds in monetary terms. In the case where an employee has failed to complete a program and will need to repay the Bank for the training costs, the system should be able to determine the monthly repayments an employee has to make and to advise the payroll system of the repayments so that the payroll system can undertake the monthly repayment deductions from salary for the employee.

h) *Training Bonds Management:* for the part-time and full-time programs, which attract bonding upon undertaking, the system should maintain the

bonding periods applicable for the employees who undertook the training. Specifically, the system should be able to determine at all times the outstanding bonding period an employee is supposed to be bonded after the completion of the program. It should also allow employees and HR personnel to check their outstanding bond balances both in duration and monetary terms and for HR personnel to enquire about the same balances.

5.10 Wellness Management

Like in other enterprises, injuries and illnesses sustained at work are reported to the employer. Also injuries and illnesses sustained while off-duty may need to be reported if such injuries and illnesses involve permanent disability to the employee. In addition, all incidents requiring absence from work by way of sick leaves also have to be reported. To assist the HR division to manage this forms of injuries and illnesses, the system should have the following capabilities;

a) *Health Incidents Reporting Tracking:* the system should allow employees and HR personnel to check eligibility rules for reportable health incidents and to capture such incidents online. It should also allow HR personnel to search and retrieve reported incidents as and when necessary. It should further have a provision to allow the employees or HR personnel to attach physical examination evaluations for the employees reporting illnesses and injuries.

b) *Sick Leave Records Keeping:* the system should allow HR personnel to capture the information relating to the sick-leaves assigned to the employees indicating such information as the names of the employees, the medical practitioner who assigned leave and the dates taken. It should also allow the HR personnel to attach the physical sick-leave documents to the leave records of the employees.

c) *Tracking Payable, Partially Payable and Non-Payable Sick-Leaves:* In order to enforce the business rule that continuous sick leaves are payable in full within the first 3 months, partially payable within the next 3 months and not payable after a further 3 months' period. The system should allow HR personnel to set the periods that are fully payable, partially payable and advise the system about payable portions of salary each period, so that the HR system will then advise the payroll with regard to the salaries to be paid to the employees based on the rules set.

5.11 Separation Management

Employees can leave the bank either by way of retirement, early exit, resignation, dismissal, retrenchment or death. To assist HR to manage this various forms of separations, the system should have the following capabilities;

a) *Custom Employment Termination Checklist:* the system should allow HR personnel to define custom termination checklist, which should explicitly indicate the task(s) that must be completed before termination could be

finalised. The tasks may include the determination of company assets in the employee's possession, outstanding training bonds and loans for the employee, etc.

b) *Employment Termination:* based on received documentation initiating or confirming termination of employment, the system should allow HR staff to capture the details of termination indicating such information as employee, the reason for termination, etc.

c) *Determination of Company Assets:* upon initiating termination of employment, the system should warn the HR personnel about outstanding company assets in the employee's possession indicating the descriptions of the assets and the value of assets in monetary terms and allow the HR staff to check the items that have been received as and when the items are recovered from the employee.

d) *Determination of Training Bond Balances:* upon initiating termination of employment, the system should advise HR personnel about outstanding bond balances both in duration and monetary terms and allow the HR personnel to indicate whether or not the bonds were settled.

e) *Determination of Outstanding Notice:* upon initiating termination of employment the system should advise HR personnel about the outstanding notice for employees both in duration and monetary terms and allow HR

personnel indicate when this period is fully served or to indicate whether the notice was settled or not.

f) *Determination of Outstanding Loans:* upon initiating termination of employment the system should advise HR personnel about outstanding loans and allow the personnel to indicate whether the loans were settled or not.

g) *Determination of Terminal Benefits Due:* upon initiating termination of employment the system should advise HR personnel about terminal benefits due to the employee.

h) *Determination of Net Balances Due to or Due from Employees upon Termination:* in order to facilitate the settlement of outstanding items such as loans, training bonds, company assets, etc. to be financed from the terminal benefits, the system should be able to determine the difference between the terminal benefits due and the total of outstanding items to be financed.

i) *Termination Approval & Finalisation:* once all the outstanding items pertaining to the employee's termination have been sorted out, the system should allow senior HR administrators to approve and finalise employment terminations thereby declaring the employee as an ex-employee of the Bank and instructing the payroll to pay out the outstanding terminal benefits and terminating any further payments for the employee.

5.12 Self-Service

To further reduce the workload on HR Personnel, the system should provide employees or managers the ability to access and in some cases change information relating to themselves or their employees online. Through this feature, the system should provide the following services.

a) *Personal Profile Maintenance:* the system should allow employees to access their personal particulars, and wherever allowed, be able to change those particulars without having to contact HR.
b) *Leave Applications & Approvals:* the system should allow staff to check their eligibility for leave, leave day balances, apply for their leave online and to view the status of leave applications. It should also allow managers of the employees to view leave plans of their employees as well as to approve the leave applications.
c) *Staff Benefit Applications & Approvals:* the system should allow staff to check their eligibility for staff benefits, apply for their benefits online and to view the status of their applications.
d) *Performance Management Ratings:* the system should allow employees to update the status of their activities, capture own task notes and to perform own performance ratings. In addition, the system should allow the managers of the employees to view the status of the employee activities, view their task notes and write own task notes and comments as well as to rate the employees' performance.

e) *Succession Management Planning:* the system should allow line managers and senior HR supervisors to be able to view talent pools for various positions along with the relevant information for the employees to the positions in considerations.

f) *Training Applications & Approvals:* the system should allow line managers to view the eligibility for employees to undergo training, propose employees to attend training and to view the status of their training proposals online. It should also allow senior HR administrators to approve/reject submitted proposals in the system, thereby allocating or not allocating the training to the approved applicants

g) *Employees' Cost to the Company:* the system should be able to determine the employees' cost to the company and allow employees to enquire about their own costs to the company and for HR personnel to enquire about the same.

h) *Outstanding Bond Balances:* the system should allow employees to check their outstanding bond balances both in duration and monetary terms and for HR personnel to enquire about the same.

i) *Outstanding Notices:* the system should allow employees to check their outstanding bond notices both in duration and monetary terms and for HR personnel to enquire about the same.

j) *Outstanding Loan Balances:* the system should allow employees to check outstanding balances on their loans and for HR personnel to enquire about the same.

k) *Terminal Benefits Due:* the system should allow employees to check their terminal benefits due and for HR personnel to enquire about the same.

l) *Online Payslips:* the system should allow employees to view/download their payslips and P16s (record of emoluments received and total tax paid for the tax year) online

5.13 Mail Alerts

As a further tool to assist employees to achieve their performance objectives, the system should provide email alerts notifications to employees to track various tasks they have to perform. Specifically, the system should allow users to setup automatic alerts based on the dates of activities they have to track. For instance, the system should allow HR users to setup email alerts to all employees and their managers so that when a review comes up, the system can automatically send alerts to the intended target recipients to alert them of the activity to be performed. Similarly, managers can setup email alerts for their employees to remind them of the activities they have to carry out.

5.14 HR Data Analytics and HR Administration Reporting

The system should have a data driven approach to managing the human capital of the bank that is the HRMS system must be apply to apply statistics, modelling and analysis of employee related factors to improve business outcomes of the Bank. The system should be able to analyse and report back on the following:

a) *Personnel Records Reporting:* To facilitate employee records related reporting, the system should provide such reports as the following;

- Employee statistics by gender, age range, date of engagement, salary scale, qualification, etc.
- History of a particular employee, which indicates such information as the engagement date, movement (i.e. promotions, transfers and rotations) undertaken
- Disciplinary cases undertaken against employees should indicate such information as the transgression date, the nature of the transgression, the hearing date, the outcome of the hearing, the sanctions taken against the particular employee and the appeals made with their outcomes, if applicable.
- Company assets allocated to employees, which should indicate such information as the descriptions of the asset and the value of the asset.
- Employees' cost to the company, which should indicate such information as the salaries, allowances and benefits provided by the company to the employee.

b) *Recruitment Reporting:* To facilitate recruitment related reporting, the system should provide such reports as the following;

- Vacant positions statistics by division/department, salary scale, period vacant, etc.
- Short-lists of applications submitted for advertised positions as well as a list of all submissions per post.

- Identify sources of for best candidates by tracking how many quality hires the bank is getting from each source i.e. Other companies or educational institution
- Where the applicants found CBL job listings
- Time to fill a position which is measured by the number of days it takes between publishing a vacancy and the hiring the candidate
- Time to hire/ Time to accept which is measured by the number of days it takes between a candidate being given an offer and the moment the candidate accepts the offer.
- First Year Attrition/ Candidate Retention rate/ Employee turnover:
    i. Managed Attrition: When the employer decides to part with the employee
    ii. Unmanaged Attrition: When the employee leaves at their own accord
- Quality of Hire / Success Ratio which is measured by a new entrants' performance rating within the first year of employment. The success ratio divides the number of hires who perform well by the total number of candidates hired.
- Candidate Job Satisfaction: Whether the expectation set during the recruitment process matches the reality
- Selection Ratio: Number of hired candidate divided by the total number of candidates (this will inform the bank if assessment tools are effective)
- Cost per hire: Total Recruitment costs/ Total number of hires

- Offer acceptance rate: Number of offers accepted/ Number of offers made

c) *Leave Records Reporting:* To facilitate leave records related reporting, the system should provide such reports as;
   - leave histories of employees indicating per each leave type such information as the allocations, the dates taken and the outstanding leave to be taken
   - analysis of peak leave incidents by leave type, by department/division, etc.

d) *Staff Benefits Reporting:* To facilitate staff benefits reporting, the system should provide such reports as the loans and advances of different types provided, amounts provided, total repayments made, outstanding balance and expected settlement period.

e) *Performance Reporting:* To facilitate staff performance and business performance reporting, the system should provide such reports as
   - performance reports indicating among others the employee details, the reviewer, the ratings against the set performance areas, reviewer's comments, the overall appraisal scores and the sign-off date for the appraisal.
   - The appraisal history for employees indicating the previous appraisals of the employees from the latest to oldest.
   - Absenteeism Rate and its correlation with performance
   - Average organizational performance and departmental performance

- Correlation between training initiatives & performance e.g. Do employees performance increase post training initiatives.
- Measure employee engagement (Survey)
- Human Capital ROI: (Banks Revenue – Operating expenses)/compensation & benefits costs

f) *Health & Safety Reporting:* To facilitate health and safety reporting, the system should provide such reports as the following;

- Illnesses and injuries reported, which should indicate such information as the type of injury/illness, date of occurrence, date of reporting, physical assessment provided, indication of whether or not the employee was ultimately compensated and if so what amounts were compensated.
- Employees' sick time and lost time due to injuries and illnesses

g) *Staff Training Reporting:* To facilitate staff training reporting, the system should provide such reports as the following;

- Course, subject or program completion reports indicating such information as the employee involved, the course/subject/program completed, the duration, the scores obtained and the date completed.
- Statistics about the number of students by type of training (i.e. part-time or full-time), by academic level (e.g. certificate, diploma, masters, PhD, etc.), by program, by training provider, etc.

- Academic progress reports for employees indicating such information as courses undertaken, dates registered, courses/years repeated (if applicable),
- Total disbursements due and made per year and for the entire program
- Total training investment per employee
- Total repayments due and made per employee on non-completed programs, outstanding repayments yet to be made as well as the projections for the estimated instalments and completion dates for the repayments.
- Notices of bonding due per employee who had undertaken training
- Notices of repayments due per employee on non-completed programs
- Notices of terminal benefits due per employee to be produced upon enquiry
- Analysis of skills gap in the performance management functionality and compile a training needs analysis
- Correlation between cost of training and performance. Calculable at an individual, departmental and bank wide level.
- Correlation between the cost of training and Human Capital ROI

h) *Succession planning and Retention:* To facilitate succession planning and retention reporting and analytics, the system should provide such reports and analysis as the following;

- Identify high performers into the succession plan
- Correlation between employee engagement & employee turnover
- Correlation between employee engagement & pay scale

- Correlation between employee turnover & pay scale
- Correlation between employee turnover and staff benefit utilization
- Cost of staff benefits

i) *Payroll Reporting and Analytics:* To facilitate payroll reporting and analytics, the system should provide such reports and analysis as the following;

- Overtime: Measure how much overtime employees work
- Salary overpayments & Underpayments per month
- Payslips: details earnings less statutory and other deductions for a given period.
- Tax reports: P16 itemises total taxable earnings and payee due, for the tax year or year to date.
- Net pay sign off: Final report upon completion of salary processing showing take home amount after deductions for a pay period.
- Deposit Schedule: Electronic transfer schedule of employee s net pay to respective banks on a given pay day.
- Capital Balance reports: Employee debts that are payable over a month, whereby a determined instalment is deducted gradually over the agreed term (period).
- Pay elements report: Classified pay element report detailing employees deduction for a given period.
- Monthly Budget Variance report: itemises actual earnings and benefits by cost centre for budget purposes.

- Terminal Benefits status report: Terminal benefits and applicable tax due for a given period (monthly)
- General Ledger report: Itemises pay elements with amounts for posting to respective general ledger accounts

6. Package Quality Features

In addition to the functional features discussed above, the intended product should have the following quality features:

6.1 Password Configuration

In order to ensure adequate protection of the system from unauthorised accesses, the system should have the following features;

a) It should allow administrative users to specify a level of password complexity to be used and to enforce the specified password complexity.
b) It should allow administrative users to set the period by which the passwords should expire and enforce the expiry of the passwords after the specified period.
c) It should allow administrative users to set the number of previous passwords that should not be used upon changing a password and enforce that the specified number of previous passwords cannot be used upon changing passwords.

d) It should allow administrative users to set the number of unsuccessful sign-on attempts before logging out a user and enforce the unsuccessful sign-on attempts upon logging in.
e) It should prohibit simultaneous use of the same user ID.
f) It should allow administrative users to set the period in which a session is allowed to be idle and to prompt for login credentials to access the system, after the system has been idle for a period beyond the allowed time.
g) It should allow administrative users to specify a minimum password length and to enforce that passwords used are of this length or more.
h) It should allow administrative users to define users' access profiles at both group and individual level and grant or deny accesses to the system's objects based on the specified access profile.
i) It should prompt and force users to change passwords given to them by administrator when they make first logon to the system.

6.2 Data Accuracy

To ensure the information maintained by the HR system is free from mistakes or errors and that it always has the value expected by the end users, the HRMS should have the following capabilities;

a) It should have data validation controls to ensure the data input is always correct and accurate.
b) It should be able to provide warning messages to inform the users about the effects of their actions before the actions can be committed.

6.3 Audit

To ensure that the information maintained in the HRMS has been acted upon through authorised means, the system must generate and maintain non editable audit trails and reports that detail the system activity so as to avoid any compromise to the integrity of the audit trails;

a) It should record a full audit trail of any event change to data - static data/transactional data. Audit trail must show changes in different versions for all versions of the data element.
b) It should have audit trail capable of capturing the date, time, data attribute, changed, old value, new value and computer or host name, state of system from where data change was made.
c) It should have standard audit reports and dashboards included as part of the core HR solution.
d) It should have audit capabilities wherein an audit trail for all user-initiated actions, login/logout/failed login, add/modify/approve/reject of transactional and availability of online inquiry of audit trail for at least 18-24 months, audit trail prior to that archived and retrievable.
e) It should allow users to add comments when changing data and the comments should be viewable in the audit history.
f) It should have a built-in health check processes and mechanisms and provide warnings or alerts to business or administrators, depending on status.
g) It should have capabilities to disable automatically if functionality that provide the audit trails is not working.

6.4 Compatibility

The system should

a) Communicate using popular network protocols including TCP/IP
b) Have the capability to deploy over the web

6.5 Portability

The system should

a) Work with a variety of standard operating systems including Windows and Linux
b) Support multiple database platforms including Oracle and SQL Server

6.6 Customizability

The system should

a) allow creation of custom reports to enable the Bank to create its own reports in addition to the system's standard reports
b) be parameter driven to allow the Bank to select options which are more suitable to it

6.7 Scalability

The system should be scalable to accommodate maintenance of +/- 400 employees being managed by +/-20 HR and Payroll personnel.

6.8 Reliability

The system should be robust with proven minimal mean time between failures in previous implementation.

7. PROJECT IMPLEMENTATION REQUIREMENTS

7.1 PROJECT MANAGEMENT

The overall project management responsibilities of the project will be overseen by the CBL. The CBL has adopted PRINCE 2 as a project management methodology of choice; therefore, the bidder is expected to conform to the PRINCE 2 reporting standards.

The following are deemed important in the implementation of the project:

a) The project management will consist, at a minimum, of a project plan, project governance, and project risk management along with key project team personnel. Detailed breakdown structure of the implementation using Gantt Chart, as a minimum, shall be provided by the bidder to CBL to be assimilated into the overall plan;

b) While the overall responsibility of the program management will be with CBL, the bidder is expected to staff the project team with adequate personal to internally manage the project. For better coordination, the bidder shall have an onsite project manager for the duration of the project. The proposed replacement of any key personnel will require prior consent;

c) The implementation must be conducted at the CBL's premise and within the implementation process; functional and technical training will be conducted with specific modules of the system and targeted to project team members who will be from different offices based on their roles and responsibilities;

d) Installation, configuration, testing and implementation services in four (3) environments, including Test (TST), Production (PRD) and Disaster Recovery (DR) shall be included.

e) During implementation, the bidder shall follow agile implementation methodology and conduct parallel run approach for go-live with the legacy system before cutting it off;

f) In UAT, testing should be conducted based on the business/user requirements as defined in this RFP. The testing will support all possible business transactions, which could happen in the system. The testing will include integration with relevant systems.

g) For data migration, the bidder MUST provide clear written guidelines for migrating data from the legacy systems to the proposed HRMS. After migration, the Bidder must provide a report on the reconciled data between the legacy systems and the proposed HRMS.

7.2 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 its obligations to the project in a timely manner

8. TERMINOLOGY FOR THIS RFP

Throughout this RFP, the terminology is used as follows:

- **"Bank"** means the Central Bank of Lesotho;
- **"Contract"** means the written agreement resulting from this RFP executed by the Bank and the Consultant;
- **"Consultant"** means the successful Proponent to this RFP who enters into a written Contract with the Bank;
- **"Must",** or "**Mandatory**" means a requirement that failure to meet shall result in disqualification;

9. PROPOSAL PREPARATION (Proposal Format)

9.1 Technical Proposal

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 to ensure that each proposal receives full consideration:

a) **One-page letter of introduction** identifying the proponent (proponent's name and physical address together with contact details; contact person, telephone number and e-mail address) and **signed** by the person or persons authorized to sign on behalf of, and bind the proponent to statements made in the proposal; **Failure to comply with this requirement will result in disqualification.**

b) **The proposed solution/system**. In this part of the proposal the Proponent shall clearly provide details of the solution proposed, explain how it meets the functional requirements and summarize concisely its suitability to the CBL environment. Proponents are also requested to fully fill/ respond to the requirements matrix listed under (d) below.

c) **Project Plan and detailed project approach**: A detailed project plan should be mapped indicating the duration of the project. The proponents are required to detail the approach or process they propose to deliver the project and where possible indicate in stages and key deliverables to be achieved after each stage. The training offering, project implementation capabilities and Support and Maintenance offering should be clearly indicated as part of the approach.

d) **Proponent Experience**: proponents should provide a brief summary of their suitability which outlines specifically the proponent track record and nature of assignments relevant to this project. The proponent's relevant experience in the last five years should be supported by a minimum of two reference letters.

e) **Project Implementation Team composition and qualifications**

The composition of proposed team for the assignment or for the implementation of the project should be clearly shown and the roles they will play.

The Curriculum Vitae of each team member should be provided and show clearly the details as follows: Curricula Vitae (CVs) for professional staff and

key sub-professional staff proposed. Each Curriculum Vitae shall be limited to 3 pages and shall give the following information.

- Name, Age, Nationality and Position in Team;
- Educational Qualifications;
- Professional Qualifications (professional registration, societies, honours, publications

The Team Leader should possess experience as follows: at least 3 years relevant experience in assignments of similar nature.

f) Proponents are required to fully fill and/or respond to the questions on the attached forms/ Requirements Matrix as follows:

- Form 1: Instructions to Bidders
- Form 2: Company Background
- Form 3: Functional Requirements Worksheet
- Form 4: Technical Requirements Worksheet

Form 1: Instructions to Bidders

FUNCTIONAL REQUIREMENTS DEFINITION WORKSHEET

PROJECT : HUMAN RESOUCE MANAGEMENT SYSTEM (HRMS)

NAME OF PROJECT/ITEM: Human Resource Management System (HRMS)

NAME OF Vendor/Offeror: _____

INSTRUCTIONS TO Offeror(s):

- Offeror shall fill-up the “Name of Vendor/Offeror” above, and the availability column.

- Each Offeror shall identify the Availability of the Central Bank of Lesotho's specifications based on the following:
  (i) Available (A): Requirement is “Out of the Box”
  (ii) Unavailable (U): Requirement Not Available
  (iii) Partially Available (P): Requirement ONLY partially “Out of the Box”

- For all questions as identified in the requirement matrix, Offeror must ensure, along with their responses, to check either
  (i) 1 = Core HRMS or
  (ii) 2 = optional/modular add-on (MUST specify which module or add-on)

- Each Vendor/Offeror must respond to every stated request or requirement providing very clear description and explanation on how the system complies with the requirement. The Vendor/Offeror should identify any substantive assumption made in preparing its responses.

- Failure to provide an answer to an item with complete descriptive response will be viewed as non-responsive. Where a requirement is Partially Available or Unavailable, the Vendor/Offeror must indicate / describe what is partially supported and what is not supported, clearly providing its reasons and explain its proposed alternative, if applicable, and the advantages and disadvantages to CBL of such proposal.

Form 2: Company Background

COMPANY BACKGROUND		
REFERENCE NO.	**QUESTIONS/REQUIREMENTS**	
CB	**COMPANY BACKGROUND**	**DESCRIPTION**
COR	**CORPORATE**	
CB-COR-01	How many subsidiaries does your company have, and in which regions are they located?	
CB-COR-02	From which location/subsidiary will the Central Bank of Lesotho be receiving services?	
CB-COR-03	What percentage of the company's annual revenue are sales of Human Resources Management (HRMS) systems?	
CB-COR-04	Is your company involved in any merger or acquisition? Provide details, including expected timelines	

CB-COR-05	Please provide a copy of your audited financial statements for the past two years. Attach the financial statements and clearly label them exhibit "CB-COR-05"	
CB-COR-06	Are there any other finance-related challenges that will affect implementation of the CBL Human Resource Management System? If Yes, provide details.	
CLM	**CLIENT MANAGEMENT**	
CB-CLM-01	How many Central Bank clients do you have, and how many of them are in Africa?	
CB-CLM-02	How long ago was your last business relating to supply of Human Capital Management systems?	
CB-CLM-03	How many of your current clients still use a Human Capital Management system supplied by your company?	
CB-CLM-04	Having supplied many of your clients with this or similar solutions in the past, do you believe you satisfied all their needs so much that the challenges they used to face before implementation are no longer there? Provide details. **Please attach a minimum Two (2) positive reference letters from the Clients that were provided with the similar service in the last five years.** **The reference letters should clearly indicate the duration of association and the contact details of the client for verification.**	

LEG	**LEGAL**	
CB-LEG-O1	Has there ever been any litigation against your organization initiated by any of your clients? If yes, please provide details and results for each, as well as the status of those that are still outstanding.	
CB-LEG-O2	Have any of your Human Capital Management system implementation projects been terminated prior to completion? If yes, please provide the details.	
CB-LEG-O3	Has your organization ever filed for bankruptcy?	
GEN	**GENERAL**	
CB-GEN-O1	What are the primary benefits to your organization if you get this contract awarded to you?	
CB-GEN-O2	What is the competitive advantage does you company have over other in terms the product?	
CB-GEN-O3	Please describe other specific challenges that you may face in the implementation of this project.	

Form 3: Functional Requirements Worksheet

FUNCTIONAL REQUIREMENTS		Offerror's Response			
REFERENCE NO.	QUESTIONS/REQUIREMENTS	AVAILIBILITY *(A) - Available* *(U) - Unavailable* *(P) - Partially Available*	FUNCTIONALITY *(1) - Core HRMS* *(2) - Optional / modular add-on*	If (2) Optional/modular add-on, MUST specify which module or add-on	1) Please provide clear description and explanation on how the system complies with the requirement. Where applicable, provide evidence. 2) Where Partially Available or Unavailable, describe what is partially supported and what is not supported explaining proposed alternative, if applicable, and the advantages and disadvantages to the Central Bank of Lesotho of such a proposal.
CHR	CORE-HR	A / U / P	1 / 2	Additional Module	DESCRIBE THE SYSTEM'S FEATURE
SA	SYSTEM ADMINISTRATION				

CHR-SA-01	Does the system have a user administration feature that allows administrative users to define and maintain users of the system? This feature should allow for the definition of different user groups in order to facilitate the distinctions to be made between the general system administrators, HR administrative users and other users				
CHR-SA-02	Does the system allow for maintenance of such information as the general information about the institution, the company and company assets that may be allocated to the employees?				
CHR-SA-03	Does the system allow for maintenance of such information as the job titles, job specifications, pay grades or job scale, employment status, job categories, skills required, academic education required, etc. about the various jobs available in order to relate the personnel with the jobs they hold in the organization.				
CHR-SA-04	Does the system allow for maintenance of such information as the academic qualifications, certificates and licensing held by the staff?				
CHR-SA-05	In addition to the qualifications does the system allow for maintenance of information about skills possessed by the employees in order to be able to relate this information to the relevant staff?				
CHR-SA-06	Does the system allow administrators to add benefit plans, set conditions and eligibility rules for such plans?				
EPM	**EMPLOYEE PROFILE MANAGEMENT**				

CHR-EPM-01	Does the system provide a single, global repository for basic worker demographics (e.g., position/job data, personal data, and work location, national ID, emergency contact, cost center/GL code)?				
CHR-EPM-02	Does the system have the functionality of maintaining the employment history for employees (e.g. employer, job title, start and end date)?				
CHR-EPM-03	Does the system allow for capturing and maintenance of employees qualification details for all the qualifications possessed by an employee from the last to the first?				
CHR-EPM-04	Does the system allow for maintenance of relevant skills possess by employees (e.g. competency/skill type, proficiency level, status, date acquired)?				
CHR-EPM-05	Does the system allow keep record of all the disciplinary cases taken against staff members such information as the transgression date, the nature of the transgression, the hearing date, the outcome of the hearing, the sanctions taken against the particular employee and the appeals made with their outcomes, if applicable?				
CHR-EPM-06	Does the system for management of company assets allocated to employees?				
CHR-EPM-07	Does the system allow HR staff to attach files such as the resumes, certificates, documentation relating to disciplinary cases, pre-employment medical screening reports, etc. relating to a particular employee on the employees profile?				

CHR-EPM-08	Does the system track complete employee history (e.g., job transfers and changes, compensation, promotions/demotions, skills/experience, training, company)? Indicate within the Comments section if there are limitations to the historical data that can be captured/tracked.				
LM	**LEAVE MANAGEMENT**				
CHR-LM-01	Does the system allow administrative users to specify the relevant types of leave available for employees?				
CHR-LM-02	Does the system allow administrative users to create and maintain custom leave application forms to be completed by applicants upon applying for leave?				
CHR-LM-03	Does the system allow administrative users to specify custom rules such as for entitlements, eligibility, etc. governing the different forms of leave and be able to enforce these rules				
CHR-LM-04	Does the system allow employees to check their eligibility for leave, apply for their leave online? It should also allow applicants the ability to attach any supporting documents upon applying? Does it also allow reviewers of the leave with the same ability to attach documents, links, etc. and to provide comments on the leave instances?				
CHR-LM-05	Does the system allow HR Administrative staff to check the eligibility of the applications and to confirm that submitted applications do meet the requirements?				

CHR-LM-06	Does the system allow supervisors of the employees applying for leave check eligibility of the leave applications and to reject or approve leave applications thereby assigning the leave to the applicants and automatically updating leave days balances upon approval?				
CHR-LM-07	Does the system sent email notifications to leave applicants for either approved or rejected applications?				
EBM	**EMPLOYEE BENEFIT MANAGEMENT**				
CHR-EBM-01	Does the system allow administrative users to specify the relevant benefit schemes available for employees?				
CHR-EBM-02	Does the system allow administrative users to create and maintain custom benefit enrolment forms to be completed by applicants upon applying for the various types of benefits?				
CHR-EBM-03	Does the system allow administrative users to specify rules (e.g. waiting periods, limits per employee, etc.) governing the different forms of benefits and be able to enforce those rules?				
CHR-EBM-04	Does the system allow staff to check their eligibility for the various schemes and to apply for the schemes online?				
CHR-EBM-05	Does the system check eligibility of benefits applications and allow HR staff to check and confirm that submitted applications do meet the requirements?				

CHR-EBM-06	Upon benefit application approval does the system send deduction instruction to payroll system such that the payroll system will take over and perform the due deductions on the benefit, if it involves repayments?				
CHR-EBM-07	For the benefits involving repayments, does the system allow premature settlements and rollovers on the schemes?				
CHR-EBM-08	Can the system restrict benefits to employees on their employment status (e.g., serving notice period)?				
CHR-EBM-09	Can the system calculate termination benefits (end-of-service benefits) according to specified rules and policies and local labor law?				
PM	**PAYROLL MANAGEMENT**				
CHR-PM-01	Does the system process and manage payroll and ensures that every member of staff is compensated correctly via the preferred method of payment?				
CHR-PM-02	Does the system allow integration with other payments systems and General Ledger system for updating account balances?				
CHR-PM-03	Does the system provide tax filing features to avoid any miscalculations or issues within the jurisdiction of Lesotho?				
CHR-PM-04	Does the system have compensation management features and functionality that will allow adjustment for changes such as bonuses, gratuity, severance pay and overtimes?				

CHR-PM-05	Does the system allow employees to access the personal payroll data such as pay slips and P16 (record of emoluments received and total tax paid for the tax year)?				
CHR-PM-06	Does the system provide payment codes for various earnings and deductions?				
CHR-PM-07	Does the system allow deductions to be gradually deducted over a period beyond month?				
CHR-PM-08	Does the solution allow off-cycle pay processing (e.g., one-time payments, bonus payments, termination pay)?				
CHR-PM-09	Can the system handle user-defined formulas for the calculation of overtime allowance (e.g., basic salary x additional hours)?				
CHR-PM-10	Does the system have the ability to calculate overtime differently for different categories of employees (different labor laws for respective territories)?				
CHR-PM-11	Does the system notify administrators if mandatory deductions reduce employee pay below minimum wage?				
CHR-PM-12	Does the system provide the facility to monitor the payroll processing?				
CHR-PM-13	Does the system support processing of one or more trial payroll runs without committing the results?				

CHR-PM-14	Does the system allow running separate payrolls for different pay groups?				
RPT	**Reporting**				
CHR-RPT-01	**Personnel Records Reporting: Does the system provide the reports given below**				
CHR-RPT-01.1	Employee statistics by gender, age range, date of engagement, salary scale, and qualification.				
CHR-RPT-01.2	History of a particular employee, which indicates such information as the engagement date, movement undertaken.				
CHR-RPT-01.3	Disciplinary cases undertaken against employees should indicate such information as the transgression date, the nature of the transgression etc.				
CHR-RPT-01.4	Company assets allocated to employees.				
CHR-RPT-01.5	Employees cost to the company, which should indicate such information as the salaries, allowances and benefits provided by the company to the employ.				
CHR-RPT-01.6	Is an ad hoc reporting tool (that enables users to quickly and easily build their own reports/dashboards) included as part of the core HR solution?				

CHR-RPT-01.7	Does the solution provide embedded analytics to support decision making? Describe in detail your core HR reporting and analytics capabilities in the Comments section.				
CHR-RPT-02	**Recruitment Reporting : Does the system provides the reports given below**				
CHR-RPT-02.1	Vacant positions statistics by division/dept., salary scale, period vacant, etc.				
CHR-RPT-02.2	Short-lists of applications submitted for advertised positions as well as a list of all submissions per post				
CHR-RPT-02.3	Identify sources of best candidates by tracking how many quality hires the bank is getting from each source i.e. Other companies or educational institution				
CHR-RPT-02.4	Where the applicants found CBL job listings				
CHR-RPT-02.5	Time to fill a position which is measured by the number of days it takes between publishing a vacancy and the hiring the candidate				
CHR-RPT-02.6	Time to hire/ Time to accept which is measured by the number of days it takes between a candidate being given an offer and the moment the candidate accepts the offer.				
CHR-RPT-02.7	First Year Attrition/ Candidate Retention rate/ Employee turnover:				

CHR-RPT-02.8	Quality of Hire / Success Ratio which is measured by a new entrants' performance rating within the first year of employment.				
CHR-RPT-02.9	Candidate Job Satisfaction: Whether the expectation set during the recruitment process matches the reality				
CHR-RPT-02.10	Selection Ratio: Number of hired candidate divided by the total number of candidates (this will inform the bank if assessment tools are effective)				
CHR-RPT-02.11	Cost per hire: Total Recruitment costs/ Total number of hires				
CHR-RPT-02.12	Offer acceptance rate: Number of offers accepted/ Number of offers made				
CHR-RPT-03	**Leave Records Reporting : Does the system provides the reports given below**				
CHR-RPT-03.1	Leave histories of employees indicating per each leave type such information as the allocations, the dates taken and the outstanding leave to be taken				
CHR-RPT-03.2	Analysis of peak leave incidents by leave type, by department/division, etc.				
CHR-RPT-04	**Staff Benefits Reporting: Does the system provides the report given below**				

CHR-RPT-04.1	Loans and advances of different types provided, amounts provided, total repayments made, outstanding balance and expected settlement period.				
CHR-RPT-05	**Performance Reporting: Does the system provides the reports given below**				
CHR-RPT-05.1	Performance reports indicating among others the employee details, the reviewer, the ratings against the set performance areas, reviewers' comments, the overall appraisal scores and the sign-off date for the appraisal.				
CHR-RPT-05.2	The appraisal history for employees indicating the previous appraisals of the employees from the latest to oldest.				
CHR-RPT-05.3	Absenteeism Rate and its correlation with performance				
CHR-RPT-05.4	Average organizational performance and departmental performance				
CHR-RPT-05.5	Correlation between training initiatives & performance e.g. Do employees performance increase post training initiatives.				
CHR-RPT-05.6	Measure employee engagement (Survey)				
CHR-RPT-05.7	Human Capital ROI: (Banks Revenue – Operating expenses)/compensation & benefits costs				

CHR-RPT-06	**Health & Safety Reporting: Does the system provides the reports given below**				
CHR-RPT-06.1	Illnesses and injuries reported., which should indicate such information as the type of injury/illness, date of occurrence , date of reporting, physical assessment provided, indication of whether or not the employee was ultimately compensated and if so what amounts were compensated				
CHR-RPT-06.2	Employees sick time and lost time due to injuries and illnesses				
CHR-RPT-07	**Staff Training Reporting: Does the system provides the reports given below**				
CHR-RPT-07.1	Course, subject or program completion reports indicating such information as the employee involved, the course/subject/program completed, the duration, the scores obtained and the date completed.				
CHR-RPT-07.2	Statistics about the number of students by type of training (i.e. part-time or full-time), by academic level (e.g. certificate, diploma, masters, PhD, etc.), by program, by training provider, etc.				
CHR-RPT-07.3	Academic progress reports for employees indicating such information as courses undertaken, dates registered, courses/years repeated (if applicable),				
CHR-RPT-07.4	Total disbursements due and made per year and for the entire program				

CHR-RPT-07.5	Total training investment per employee				
CHR-RPT-07.6	Total repayments due and made per employee on non-completed programs, outstanding repayments yet to be made as well as the projections for the estimated installments and completion dates for the repayments.				
CHR-RPT-07.7	Notices of bonding due per employee who had undertaken training				
CHR-RPT-07.8	Notices of repayments due per employee on non-completed programs				
CHR-RPT-07.9	Notices of terminal benefits due per employee to be produced upon enquiry				
CHR-RPT-07.10	Analysis of skills gap in the performance management functionality and compile a training needs analysis				
CHR-RPT-07.11	Correlation between cost of training and performance. Calculable at an individual, departmental and bank wide level.				
CHR-RPT-07.12	Correlation between the cost of training and Human Capital ROI				
CHR-RPT-08	**Payroll Reporting: Does the system provides the reports given below**				

CHR-RPT-08.1	Pay slips: details earnings less statutory and other deductions for a given period.				
CHR-RPT-08.2	Tax reports: P16 itemizes total taxable earnings and payee due, for the tax year or year to date.				
CHR-RPT-08.3	Net pay sign off: Final report upon completion of salary processing showing take home amount after deductions for a pay period.				
CHR-RPT-08.4	Deposit Schedule: Electronic transfer schedule of employee s net pay to respective banks on a given pay day.				
CHR-RPT-08.5	Capital Balance reports: Employee debts that are payable over a month, whereby a determined installment is deducted gradually over the agreed term (period).				
CHR-RPT-08.6	Pay elements report: Classified pay element report detailing employees' deduction for a given period.				
CHR-RPT-08.7	Monthly Budget Variance report: itemizes actual earnings and benefits by cost center for budget purposes.				
CHR-RPT-08.8	Terminal Benefits status report: Terminal benefits and applicable tax due for a given period (monthly)				
CHR-RPT-08.9	General Ledger report: Itemizes pay elements with amounts for posting to respective general ledger accounts				

CHR-RPT-08.10	Does the system provide a report of all active and non-active employees, by user-defined criteria like employee number/name/standard hours worked and overtime hours for the last period?				
CHR-RPT-08.11	Are benchmarking, metrics and other drill-down analytics included as part of the core HR solution?				
CHR-RPT-08.12	Does the system have reports that show high level overview of budget, taxes, members of staff compensation and other payroll data				
CHR-RPT-08.13	Is an ad hoc reporting tool (that enables users to quickly and easily build their own reports/dashboards) included as part of the payroll solution? Please briefly describe its capabilities in the Comments section and mention whether this tool is a separate one to the core HR application.				
CHR-RPT-08.14	Does the solution provide embedded analytics to support decision making? Describe your payroll reporting and analytics capabilities in details in the Comments section.				
CHR-RPT-08.15	Does the system support the extraction of data into excel spreadsheets/PDF/CSV files, print and publish report, save reports to a shared directory? Please list all output formats supported. List any exceptions or limits on export formats.				
CHR-RPT-08.16	Does the system allow users to retrieve and generate reports from online or archived data?				
TM	**TALENT MANAGEMENT**	**A / U / P**	**1 / 2**	**Additional Module**	**DESCRIBE THE SYSTEM'S FEATURE**

RM	RECRUITMENT MANAGEMENT				
TM-RM-01	Does the system provide recruitment personnel the ability to post open jobs along with the necessary details about the positions being filled and allow the relevant line managers and/or senior HR supervisors to approve posted jobs before such jobs can be publicly available?				
TM-RM-02	Does the system allow job seekers to search and view the details about vacant posts as well as to apply for such positions online via a web-browser?				
TM-RM-03	Does the system allow HR personnel to fill-in the resumes of applicants for the applications that are submitted physically?				
TM-RM-04	Does the system maintain a record of applications submitted for the different positions posted?				
TM-RM-05	Does the system allow HR personnel to search for eligible applicants based on the specified job requirements?				
TM-RM-06	Based on the parameters of the jobs specified and more especially the required qualifications, can the system analyze available applications, identify areas of conformance and nonconformance to the job requirements and provide a short-list of candidates to proceed to the next stage of interviews.				
TM-RM-07	Does the system allow recruitment personnel to capture and search for the interview results for the various jobs posted?				

TM-RM-08	Based on the outcome of the evaluation, can the system generate relevant custom recruitment letters for all the applicants (i.e. the short-listed candidates will each receive interview invitations prior to the interviews, the successful candidate will get the offer of appointment letter while all other applicants will each receive regret letters).				
TM-RM-09	Does the system give notifications for due employment confirmations, facilitate the processing of the confirmations and maintain a record of the processed confirmations?				
PM	**PERFOMANCE MANAGEMENT**				
TM-PM-01	Does the system support performance planning with both top-down and bottom-up approaches? Refer to RFP document section 3.1.5.7 a) *Performance Planning* for more information				
TM-PM-02	To facilitate the appraisal process, can the system generate individual employees performance contracts indicating among others details such as the key performance areas, the measure of performance and the target performance based on the scheduling of activities from the performance plans?				
TM-PM-03	Does the system allow for mid-term adjustment of performance plans and performance contracts?				
TM-PM-04	Does the system allow employees to track progress on their contracts and send notifications about the tasks an employee is supposed to carry out?				

TM-PM-05	Does the system allow administrative users to set and schedule performance reviews periods and sent notifications to appraisers and appraisees about due appraisals				
TM-PM-06	Does the system allow appraisees and appraisers to log in and capture performance ratings and comments but with only the reviewers ratings going to affect the final scores?				
TM-PM-07	Does the system allow HR personnel to specify a total performance related salary increment margin periodically in the system so that this figure can be used to determine the applicable increase margin corresponding to employee's performance? Refer to RFP document section 3.1.5.7 d) *Performance Related Salary Increments* for more information				
SM	**SUCCESSION MANAGEMENT (PROMOTIONS,ROTATION AND TRANSFERS)**				
TM-SM-01	Does the system assist HR supervisors and line managers determine suitable candidates for promotion using as criteria the combination of academic qualifications, skills information and appraisal information? Refer to RFP *Succession Management* section				
TM-SM-02	In the case of rotations and lateral transfers can the system use combination of academic qualifications, the skills information and the appraisal information to assist senior HR supervisors and line managers to determine employees to ear-mark for horizontal movements through rotations and lateral transfer?				

TM-SM-03	Does the system allow line managers with the ability to propose employees identified as suitable for the promotions, rotations and transfers from the suitability relevance rankings discussed above? These proposals should be approved by senior HR supervisors. Upon these approvals, the system should automatically reassign the employees to the new positions.				
TRM	**TRAINING MANAGEMENT**				
TM-TRM-01	Based on the details of the jobs defined in the system, can the system be able to determine the skills required for the positions and match them against the training completed and the skills acquired by the employees in those positions?				
TM-TRM-02	Does the system allow HR personnel to capture training courses or programs required to fulfill the training gaps identified from the training needs assessment stage?				
TM-TRM-03	Does the system allow HR personnel to capture accredited training providers or institutions in which employees within the Bank can undergo training from?				
TM-TRM-04	Does the system allow administrative users to specify rules (e.g. waiting periods, applicable bonding periods (if any), etc.) governing the different forms of training and be able to enforce those rules?				
TM-TRM-05	To facilitate the approval process for training applications, does the system allow line managers to input training proposals online and based on the outcome of the approval process, does the system also allow senior HR supervisors to approve/reject submitted proposals in the				

	system, thereby allocating the training to the approved applicants? Refer to RFP *Training Applications and Approval* section for more clarity:				
TM-TRM-06	Does the system match the employees on training progress against the planned progress information and allow HR personnel to periodically update progress information on the courses undertaken?				
TM-TRM-07	On any disbursement made on training, does the system match the disbursements made against the disbursement plans and allow HR personnel to capture the disbursement information for the individual disbursements made?				
TM-TRM-08	Does the system maintain the bonding periods applicable for the employees who undertook the training and determine at all times the outstanding bonding period an employee is supposed to be bonded upon completion of the program.				
WM	**WELLNESS MANAGEMENT**				
TM-WM-01	Does the system allow employees and HR personnel to check eligibility rules for reportable health incidents and to capture such incidents online and to attach relevant documentation?				
TM-WM-02	Does the system allow HR personnel to capture the information relating to the sick-leaves assigned to the employees indicating such information as the names of the employees, the medical practitioner who assigned leave, dates taken and to attach sick notes?				

TM-WM-03	Does the system allow HR personnel to set the periods that are fully payable, partially payable and advice about payable portions of salary each period, so that the HR system will then advise the payroll with regard to the salaries to be paid to the employees based on the rules set?				
SPM	**SEPARATION MANAGEMENT**				
TM-SPM-01	Does the system allow HR personnel to define custom termination checklist, which should explicitly indicate the task(s) that must be completed before termination could be finalized?				
TM-SPM-02	Based on received documentation initiating or confirming termination of employment, does the system allow HR staff to capture the details of termination indicating such information as employee, the reason for termination, etc?				
TM-SPM-03	Upon initiation of employment termination, does the system warn the HR personnel about outstanding company assets in the employees' possession indicating the descriptions of the assets and the value of assets in monetary terms and allow the HR staff to check the items that have been received as and when the items are recovered from the employee?				
TM-SPM-04	Upon initiation of employment termination, does the system advise HR personnel about outstanding bond balances both in duration and monetary terms and allow the HR personnel to indicate whether or not the bonds were settled?				

TM-SPM-05	Upon initiation of employment termination, does the system advise HR personnel about the outstanding notice for employees both in duration and monetary terms and allow HR personnel indicate when this period is fully served or to indicate whether the notice was settled or not?				
TM-SPM-06	Upon initiation of employment termination, does the system advise HR personnel about outstanding loans and allow the personnel to indicate whether the loans were settled or not?				
TM-SPM-07	Upon initiation of employment termination, does the system advice HR personnel about terminal benefits due to the employee?				
TM-SPM-08	In order to facilitate the settlement of outstanding items such as loans, training bonds, company assets, etc. to be financed from the terminal benefits, can the system determine the difference between the terminal benefits due and the total of outstanding items to be financed?				
TM-SPM-09	Once all the outstanding items pertaining to the employees' termination have been sorted out, does the system allow senior HR administrators to approve and finalize employment terminations thereby declaring the employee as an ex-employee of the Bank and instructing the payroll to pay out the outstanding terminal benefits and terminating any further payments for the employee?				
SS	**SELF-SERVICE**	**A / U / P**	**1 / 2**	**Additional Module**	**DESCRIBE THE SYSTEM'S FEATURE**

ESS	EMPLOYEE SELF-SERVICE				
SS-ESS-01	Does the system allow employees to access their personal particulars, and wherever allowed, be able to change those particulars without having to contact HR?				
SS-ESS-02	Does the system allow employees to check their eligibility for leave, leave day balances, apply for their leave online and to view the status of leave applications?				
SS-ESS-03	Does the system allow staff to check their eligibility for staff benefits, apply for their benefits online and to view the status of their applications?				
SS-ESS-04	Does the system allow employees to update the status of their activities, capture own task notes and to perform own performance ratings.				
SS-ESS-05	Can the system determine the employees cost to the company and allow employees to enquire about their own costs to the company and for HR personnel to enquire about the same?				
SS-ESS-06	Does the system allow employees to check their outstanding bond balances both in duration and monetary terms and for HR personnel to enquire about the same?				
SS-ESS-07	Does the system allow employees to check their outstanding bond notices both in duration and monetary terms and for HR personnel to enquire about the same?				

SS-ESS-08	Does the system allow employees to check outstanding balances on their loans and for HR personnel to enquire about the same?				
SS-ESS-09	Does the system allow employees to check their terminal benefits due and for HR personnel to enquire about the same?				
SS-ESS-10	Does the system allow employees to view/download their pay slips and P16s (record of emoluments received and total tax paid for the tax year) online?				
MSS	**MANAGER SELF-SERVICE**				
SS-MSS-01	Does the system allow managers of the employees to view the status of the employee activities, view their task notes and write own task notes and comments as well as to rate the employees' performance?				
SS-MSS-02	Does the system allow line managers and senior HR supervisors to be able to view talent pools for various positions along with the relevant information for the employees to the positions in considerations?				
SS-MSS-03	Does the system allow line managers to view the eligibility for employees to undergo training, propose employees to attend training and to view the status of their training proposals online?				
SS-MSS-04	Does the system allow senior HR administrators to approve/reject submitted proposals in the system, thereby allocating or not allocating the training to the approved applicants?				

SS-MSS-05	Does the system allow managers of the employees to view leave plans of their employees as well as to approve the leave applications?				
ALT	**Alerts**				
ALT-01	Does the system provide email alerts notifications to employees to track various tasks they have to perform?				

Form 4: Technical Requirements Worksheet

TECHNICAL REQUIREMENTS		Offeror's Response			
REFERENCE NO.	QUESTIONS/REQUIREMENTS	AVAILIBILITY *(A) - Available* *(U) - Unavailable* *(P) -Partially Available*	FUNCTIONALITY *(1) - Core HRMS* *(2) - Optional / modular add-on*	If (2) Optional/modular add-on, MUST specify which module or add-on	1) Please provide clear description and explanation on how the system complies with the requirement. Where applicable, provide evidence. 2) Where Partially Available or Unavailable, describe what is partially supported and what is not supported explaining proposed alternative, if applicable, and the advantages and disadvantages to the Central Bank of Lesotho of such a proposal.
GSR	**GENERAL SYSTEM REQUIREMENTS**	**A / U / P**	**1 / 2**	**Additional Module**	**DESCRIBE THE SYSTEM'S FEATURE**
PCF	**PASSWORD CONFIGURATION**				
GSR-PCF-01	Does the system allow administrative users to specify a level of password complexity to be used and to enforce the specified password complexity?				
GSR-PCF-02	Does the system allow administrative users to set the period by which the passwords should expire and enforce the				

	expiry of the passwords after the specified period?				
GSR-PCF-03	Does the system allow administrative users to set the number of previous passwords that should not be used upon changing a password and enforce that the specified number of previous passwords cannot be used upon changing passwords?				
GSR-PCF-04	Does the system allow administrative users to set the number of unsuccessful sign-on attempts before logging out a user and enforce the unsuccessful sign-on attempts upon logging in?				
GSR-PCF-05	Does the system prohibit simultaneous use of the same user ID?				
GSR-PCF-06	Does the system allow administrative users to set the period in which a session is allowed to be idle and to prompt for login credentials to access the system, after the system has been idle for a period beyond the allowed time?				
GSR-PCF-07	Does the system allow administrative users to specify a minimum password length and to enforce that passwords used are of this length or more?				

GSR-PCF-08	Does the system allow administrative users to define users' access profiles at both group and individual level and grant or deny accesses to the system's objects based on the specified access profile?				
GSR-PCF-09	Does the system prompt and force users to change passwords given to them by administrator when they make first logon to the system?				
DAC	**DATA ACCURACY**				
GSR-DAC-01	Does the system have data validation controls to ensure the data input is always correct and accurate?				
GSR-DAC-02	Does the system provide warning messages to inform the users about the effects of their actions before the actions can be committed?				
	AUDIT				
GRS-AUD-01	Does the system record a full audit trail of any event change to data - static data/transactional data? Audit trail must show changes in different versions for all versions of the data element. Describe the list of processes that are tracked by the Audit trail?				

GRS-AUD-02	Does the system have capability that audit must capture the date, time, data attribute, changed, old value, new value and computer or host name, state of system from where data change was made?				
GRS-AUD-03	Are standard audit reports included as part of the core HR and Payroll solution? Please explain in the Comments section the complete list of standard audit reports and dashboards that are included as part of the core HR and Payroll solution. Please provide list of available reports and dashboards and name GRS-AUD-03				
GRS-AUD-04	Does the system have audit capabilities wherein an audit trail for all user-initiated actions, login/logout/failed login, add/modify/approve/reject of transactional and availability of online inquiry of audit trail for at least 18-24 months, audit trail prior to that archived and retrievable?				
GRS-AUD-05	Does the system allow users to add comments when changing data and will the comments be viewable in the audit history?				
GRS-AUD-06	Does the system have a built-in health check processes and mechanisms and provide warnings or alerts to business or administrators, depending on status?				

GRS-AUD-07	Does system have capabilities to disable automatically if functionality that provides the audit trails is not working?				
GRS-AUD-08	Does the system have the ability to provide the following information at any time: active users, active files or directories, active workstations/ PC's/ Terminals and location, AND active services.				
UIF	**USER INTERFACE**				
GSR-UIF-01	Will the system be accessible, subject to proper authentication, from any environment (i.e., desktop and/or internet)?				
GSR-UIF-02	Does the system have a user-friendly GUI allowing the user to view and manage data in the most flexible way?				
GSR-UIF-03	Does the system support a UI based role management, allowing configuration of individual users, groups as well as administrator roles, based on user responsibilities?				
GSR-UIF-04	Does the system allow assignment of functions to individual as well as groups, as part of role management?				

GSR-UIF-05	Does the dashboard provide graphic reporting capability?				
GSR-UIF-06	Does the system allow easy configuration of the UI - allowing users to personalize their views using drag/drop, sorting columns, re-arranging data, viewing or hiding fields, and filtering data?				
GSR-UIF-07	Does the system allow saving the personalized dashboard views to the user profiles?				
GSR-UIF-08	Does the system allow sharing of the personalized views with other users within the user group?				
GSR-UIF-09	Does the system allow users to search for data using various applicable search parameters such as ability to add/remove search criteria, add/remove output fields, search using wild cards, and search in ranges?				
GSR-UIF-10	Does the system allow basic data analysis in the search output, for example summing data, filtering, and grouping?				
GSR-UIF-11	Is the system accessible from multiple locations and by multiple users at the same time?				

GSR-UIF-12	Does the system have capabilities to prevent the same user from accessing it from multiple locations at the same time?				
ACL	**ACCESS CONTROL**				
GSR-ACL-01	To what extend does the system have the ability to extensively leverage web technology?				
GSR-ACL-02	Does the system have ability to support web-based access to system functions? Give details.				
GSR-ACL-03	If available, does the system's web solution offer current, top-level security and authentication mechanisms such as SSL, S-HTTP, digital signatures, and public/private key encryption, or any other? Please specify.				
GSR-ACL-04	If available, does the web solution offer remote system user and admin access via VPN?				
GSR-ACL-05	Does the system support customized menus and screens? Explain how this functionality works in the system.				
GSR-ACL-06	Does the system allow suppression of menu items where certain functionality is not required or not allowed for certain user? Give details.				

GSR-ACL-07	Does the system provide ability to control access to system menus, forms, reports and system administration sections? Provide details.				
GSR-ACL-08	For all data entry screens does the system facilitate retrieval of data records based on key fields?				
GSR-ACL-09	Does the system allow for creation and customization of user defined fields and parameters? Provide details.				
GSR-ACL-10	Does the solution provide mobile accessibility to employees and managers? Use the Comments section to clarify or add details.				
GSR-ACL-11	Does the solution enable employees to manage/update their profile information via self-service?				
OPT	**OPERATIONS/PROCESSING/TIMING**				
GRS-OPS-01	CBL continuously monitors systems at various layers of the environment, such as, but not limited to network, host, application and database. Provide details of any monitoring tools and capabilities that have been built into the system.				
GRS-OPS-02	Does the system support monitoring by network management systems such as, but not limited to Tivoli, HP Open View, Solarwinds etc? Provide details of the				

	system's network requirements.				
GRS-OPS-03	Does the system support constant monitoring by antivirus software systems such as, but not limited to Symantec without adversely affecting system performance? Provide details.				
GRS-OPS-04	Does the system support sending application or database alerts when performance thresholds are reached or exceeded? Please provide details.				
GRS-OPS-05	Does the system support automatic time-outs for inactive sessions over a user specified period of time? Provide details.				
GRS-OPS-06	Does the system allow user acting for role(s) delegation for a certain period? Describe how it works.				
IT	**INFORMATION TECHNOLOGY**	**A / U / P**	**1 / 2**	**Additional Module**	**DESCRIBE THE SYSTEM'S FEATURE**
GEN	**GENERAL**				
IT-GEN-01	The system must be scalable, secure and resilient, scalable in terms of number of users, volume of transactions and computational tasks, Offeror must provide details of scalability matrix and testing. Please describe how the system meets this requirement.				

IT-GEN-02	The Production environment must be implemented in a manner that allows for High Availability (99.5% uptime). Please describe how the system's architecture design to achieve high availability.				
IT-GEN-03	Provide a list of all modules that are native to your solution even those not listed on the RFP if available and mark it as IT-GEN-03				
SEC	**SECURITY**				
IT-SEC-01	Does the system have the capability to provide multi-factor authentication for user logon to the system?				
IT-SEC-02	Does the system supports the encryption of passwords and sensitive data during transmission and encrypts and store passwords and sensitive data in the database?				
IT-SEC-03	It is a requirement by CBL that vulnerability scan and analysis of the IT systems be undertaken periodically. Does the vendor/supplier plan to undertake such either by themselves or with the assistance of a reputable third party provider?				
IT-SEC-04	Does the system support data encryption in rest mode and during transmission? Explain how the functionality is supported.				

IT-SEC-06	Does your company undertake, on a yearly basis, audit of the IT systems? If "Yes", please confirm that you will provide CBL with an audit report of their information security management system conducted by a certified auditor. Provide the latest auditor's report and mark it IT-SEC-06				
IT-SEC-07	Does the vendor/offeror undertake to record all transactions with date, time, description of access, and authenticated identities of vendor's/offeror's employees accessing CBL information or the systems that support the CBL application?				
IT-SEC-08	Does the vendor/offeror undertake to have privacy and data protection incident response and breach notification plan and procedures in place, and will immediately notify CBL in the event of any incident that could potentially compromise the confidentiality, integrity, or availability of CBL information or information systems. If "Yes", provide a sample document and mark it IT-SEC-08.				
IT-SEC-09	Does the system provide a means to protect against OWASP top vulnerabilities? If Yes. Does the system allow use of commercial certified rule set				

	that protect against known attacks? Does the system allow for ad hoc update of Security Rule Set				
ARC	**ARCHITECTURE**				
IT-ARC-01	For on-premise deployment, the system will be installed onsite and in four (3) environments: Production, Test and Disaster Recovery. Will the system architecture allow for this kind of implementation method?				
IT-ARC-03	CBL intends to have the application run on a secure, robust, scalable platform. Does your solution support this? Provide details.				
IT-ARC-04	CBL may wish to operate on standardized database for all its Database Management requirements in the future. Does your solution support Oracle, MS SQL, Informix, etc? Provide details.				
IT-ARC-05	Can the system be hosted on a Virtualized environment? Provide details on supported virtualization technologies.				
IT-ARC-06	Does the system support both on-premise or cloud based deployment? If Yes, provide list of modules that support cloud, hybrid or on-premise deployment and mark it IT-ARC-06.				

IT-ARC-07	If system deployment is on-premise, does it support integration with cloud-based suites? Provide details.				
IT-ARC-08	For on premise deployment, does the system support provided on a variety of Operating Systems (Windows, Linux, and other)? Provide details.				
IT-ARC-10	Will the system have the capacity to maintain at least 400 employees, support and provide access to at least 20 concurrent users?				
IT-ARC-11	Does the system provide the user the capability to extract data from the system and deliver it using standard data transmission formats to other systems and/or databases? Explain in detail how these extractions would be performed in the system. Identify standard mechanisms and data formats that are available.				
IT-ARC-12	Which available reporting tools are used in the system? Provide a list and explain how they work.				
IT-ARC-13	Does the system support Reporting/Business Intelligence tools that can be used by the user for customized ad-hoc/scheduled reporting?				

BCM	BUSINESS CONTINUITY MANAGEMENT				
IT-BCM-01	It is important that the system is able to switch immediately to a standby server in the event of hardware failure without any data loss or business disruption. Provide details of how the system supports automatic failover.				
IT-BCM-02	CBL systems operate with a goal of high availability and reliability. It is important that the system is not vulnerable to single point of failure (SPOF). Explain how the system has been built to handle SPOFs.				
IT-BCM-03	Does the system allow for complete data backup at end of the day?				
IT-BCM-04	Does the system have the ability to restore to a point from backups? Provide details.				
IT-BCM-05	How does the system enable disaster recovery and management? Provide details of the disaster recovery solution.				
IT-BCM-06	Describe the Backup and Restoration procedures implemented in the solution.				
IT-BCM-07	How does the Application/System/RDBMS replicate? Provide details				

IT-BCM-08	Does the system have an archiving facility? Describe how it performs this function?				
IT-BCM-09	How does the system support referential integrity? Provide more details.				
IFR	**INFRASTRUCTURE**				
IT-IFR-01	Will the vendor/offeror identify and illustrate the components or tiers of the software solution/package for it to successfully operate (e.g. Web Tier, Application Tier, Database Tier)				
IT-IFR-02	Will the vendor/offeror provide system architecture (physical and logical) showing the connectivity of server, network and workstations, plus hardware detail specification?				
IT-IFR-03	Will the vendor/offeror identify or disclose all system services that are needed by the software/package to be fully operational e.g. directory services?				
ITF	**INTERFACES**				
IT-ITF-01	For each of the interfaces required, please describe the process that will be used to connect systems, as well as interface that will provide support to third party software and the potential number of clients the interface is capable of connecting, along with list all techniques,				

	tools and standards adopted.				
IT-ITF-02	Will the vendor/offeror provide the necessary interfaces and tools needed for the system to seamlessly and securely integrate with existing systems of the CBL and third-party systems, such as but not limited to those listed below. This includes necessary development and/or configuration of the integration tools/system. Provide details.				
IT-ITF-03	Is the solution integrated with recruiting tools/solutions to pull new-hire information and avoid rekeying data upon hire?				
IT-ITF-04	In the case that the system is unable to communicate with other systems, does it offer the capabilities to re-trigger the events to be sent out to those systems once they are available? Please describe.				
IT-ITF-05	Confirm that the vendor/offeror will identify all APIs available for interacting with the system. Describe the capabilities and uses of each.				
IMP	**IMPLEMENTATION**	**A / U / P**	**1 / 2**	**Additional Module**	**DESCRIBE THE SYSTEM'S FEATURE**

	GENERAL				
IMP-GEN-01	Provide an estimate of the duration of the project given the number and nature of transactions assuming a limited number of customizations to the product.				
IMP-GEN-02	From prior experience, are there any factors, internal and external, that you think are likely to affect the implementation schedule of this project? If "Yes" provide a list and suggestions of how best to overcome them.				
IMP-GEN-03	Describe your proposed project implementation framework, including details on technical services required, as well as a short description of how the following deliverables below will be achieved: Include a sample project plan, proposed project plan, project team requirements and methodology to be used to perform and complete tasks, as well as the system development life cycle; inclusive of customization and configurations. Mark this clearly as IMP-GEN-03.				
IMP-GEN-03.1	a) Implementation services of the proposed software solution for all items outlined in the attachments to this RFP				

IMP-GEN-03.2	b) Completion of business requirements/system specifications, including client specific configurations or customizations based on a cost/benefit analysis and the availability of workarounds				
IMP-GEN-03.3	c) Completion of development and configuration				
IMP-GEN-03.4	d) Development and installation of interfaces to internal and external systems utilized by the CBL				
IMP-GEN-03.5	e) Documentation detailing all environment specific configurations and interface maintenance				
IMP-GEN-03.6	f) Documentation detailing all customizations required for the software solution in order to meet CBL requirements				
IMP-GEN-03.7	g) Data migration plan from the existing systems/legacy systems into the new system				
IMP-GEN-03.8	h) User and technical training, including elements that are tailored to incorporate environment specific configurations				
IMP-GEN-03.9	i) Completion of User Acceptance Testing (UAT)				

IMP-GEN-03.10	j) Parallel and go live				
IMP-GEN-03.11	k) Post implementation services				
IMP-GEN-03.12	l) Maintenance and support				
IMP-GEN-04	CBL requires that the potential vendor/offeror describes the organization of the implementation team (Project Manager and specialists). Also explain how the potential vendor/offeror proposes to supply an appropriately qualified organization team, including subcontractors, to deliver the primary tasks identified.				
IMP-GEN-05	How many days of the week will the identified team members be available throughout the implementation period?				
IMP-GEN-06	Will the project manager and team be dedicated to CBL (onsite) for the entire implementation period?				
IMP-GEN-07	Clearly list all the obligations and responsibilities of CBL and proposed vendor, preferably using onsite/offshore model.				

IMP-GEN-08	Describe the standard communication channels with the CBL team and describe, clearly, the proposed escalation process and procedures for any potential challenges in the implementation period.				
IMP-GEN-09	Describe the reporting procedures that you will use to report progress to the CBL, along with the timing of meetings for discussing progress and specify the change and quality control procedures that will be used during the project.				
IMP-GEN-10	What communications processes and procedures does the potential vendor/offeror recommend to ensure that the project teams, project board and user populations are kept up to date with decisions and progress? Describe other aspects of stakeholder management that the potential vendor/offeror has found to be useful similar projects in the past.				
IMP-GEN-11	Describe the process controls to be put in place to set agreed milestones with the CBL, to ensure the work required throughout the project is performed and deliverables and milestones are achieved while staying within budget. Include sample Program deliverables, weekly & executive status reports, progress/success metrics, etc. and mark these IMP-GEN-11				

IMP-GEN-12	What metrics do you propose to measure progress and measure success? Include sample progress/success metrics and mark them IMP-GEN-12				
IMP-GEN-13	Describe your proposed methodology for data conversion and migration from DRL systems into the proposed system? Include in your proposal, tools and techniques for data reconciliation.				
IMP-GEN-14	Describe on how the vendor/offeror will support system integration testing and UAT for the proposed system.				
	TRAINING AND DOCUMENTATION	**A / U / P**	**1 / 2**	**Additional Module**	**DESCRIBE THE SYSTEM'S FEATURE**
TRN	**TRAINING**				
TD-TRN-01	Describe your knowledge transfer methodology.				
TD-TRN-02	Provide details on the nature and schedule of functional, technical and infrastructure related training that will be provided upon taking the systems live.				
TD-TRN-03	The vendor/offeror must provide Executive and Management training. Please describe your standard executive training programme, its duration and content.				

TD-TRN-04	The vendor/offeror must provide Functional End User Training. Please describe your standard end-user training programme, its duration and content.				
TD-TRN-05	The vendor/offeror must provide Computer Operations Training, including details on computer operation requirements, computer operation security mechanism, backup, disaster recovery, contingency plan and business continuity. Describe how vendor/offeror would provide this kind of training, including timelines and content.				
TD-TRN-06	The vendor/offeror must provide Technical Training, including system maintenance and operating procedures, including any specific enhancements for the CBL. Describe how vendor/offeror would provide this kind of training, including timelines and content.				
TD-TRN-07	The vendor/offeror must provide training on use of post implementation technical support alternatives, including virtual support. Describe how vendor/offeror would provide this kind of training, including timelines and content.				

TD-TRN-08	The winning vendor/offeror must provide to the CBL all training material used in the training sessions for use in subsequent post-implementation training sessions. These materials shall include handouts, slides, speaker notes, videotapes, etc. Provide details of when and how vendor/offeror plans to make these available				
TD-TRN-09	The vendor/offeror must conduct all training sessions on-site at the CBL. Provide details of how vendor/offeror plans implement these.				
DOC	**DOCUMENTATION**				
TD-DOC-01	Confirm availability of the following security documentation and whether this is system generated or manually produced. Provide an exhibit and mark it IT-DOC-01				
TD-DOC-01.1	Recovery programs.				
TD-DOC-01.2	Security schemes.				

TD-DOC-01.3	Audit/control techniques descriptions.				
TD-DOC-01.4	Disk space usage estimation.				
TD-DOC-01.5	Systems Narratives/Glossary of terms.				
TD-DOC-01.6	File structures/Data Dictionary.				
	Please confirm availability of the following documentation and whether this is system generated or manually produced:				
TD-DOC-01.7	Provision of Application Manuals.				
TD-DOC-01.8	Provision of Standard Operating Procedures.				
TD-DOC-02	What is your documentation policy? Example documentation on methodology or algorithm used in the system should be shared with CBL.				

TD-DOC-03	The platform should be accompanied with detailed documentation on the implementation of the proposed platform/solution.				
TD-DOC-04	What are the documentation delivery mechanisms that your system supports? For example: online/on-screen help, tool tips, white papers and others.				
TD-DOC-05	Are the following documents available? Briefly describe how they will be made available to CBL:				
TD-DOC-05.1	a) User manual				
TD-DOC-05.2	b) Operations manual				
TD-DOC-05.3	c) Technical documentation				
TD-DOC-05.4	d) Data modeling Documentation				
TD-DOC-05.5	e) System Configuration				

TD-DOC-05.6	f) And other relevant documents				
TD-DOC-06	Does the solution provide online context sensitive help?				
TD-DOC-07	Does the solution provide the system administrator the capability to modify the original user help menu and contents?				
TD-DOC-08	Does the solution have a complete Online Help system explaining the solution features and functions?				
TD-DOC-09	Is the Help system fully integrated with the solution? Describe the capabilities.				
TD-DOC-10	Do you provide additional user training on a need basis and when system upgrades have been performed?				
TD-DOC-11	Will the vendor/offeror document all customizations made to the software for the CBL environments? Please confirm this and confirm that these documents will be made available to the CBL.				
	SUPPORT AND MAINTENANCE	**A / U / P**	**1 / 2**	**Additional Module**	**DESCRIBE THE SYSTEM'S FEATURE**
SM	**SUPPORT AND MAINTENANCE**				

SM-SM-01	Indicate the location of the office that will be responsible for providing technical support to the CBL in case your company wins the bid.				
SM-SM-02	Describe the relevant experience of your staff that will be dedicated to this project.				
SM-SM-03	CBL will require onsite support for two (2) weeks before go-live and two (2) weeks after go live. Details of the 4-week program are listed below. Will the vendor/offeror adequately provide the required services as listed below? Provide details where necessary.				
SM-SM-03.1	a) Develop cut over-plan for moving the HRMS system and related interfaces to production. Cut-over plan must include failover (DR) testing both within and between data centers.				
SM-SM-03.2	b) Work with the project team to execute the cut over plan.				
SM-SM-03.3	c) Prepare a checklist for readiness to go live and verify status and work with the project team to address any lack of readiness identified. (The vendor implementation team should provide the plan for going live in the initial phases of the project to avoid late surprises.)				

SM-SM-03.4	d) Advise and work with the project team to address issues before going live.				
SM-SM-03.5	e) Post go-live, assign issues the highest priority for resolution and escalate issues quickly and to the right party within the vendor company.				
SM-SM-03.6	f) What type of post-implementation technical support services and facilities will be provided by the vendor/offeror? Describe the technical support services and facilities that will be provided – including e-mail, dedicated telephone lines within CBL operating hours (0800hrs to 1630hrs), on-site and internet assistance, and the associated standards of service.				
SM-SM-03.7	g) Can the system problems be diagnosed remotely? If so, explain how the vendor/offeror proposes to access the system remotely and securely.				
SM-SM-03.8	h) Provide an indication of your guaranteed and average response times during and outside standard hours for technical support based on company SLAs.				
SM-SM-03.9	i) Describe special support that will be provided during production cut-over and go live.				

SM-SM-03.10	j) Describe the procedures and schedules for installations or upgrades of software modules and changes relating to upgrades of operating systems and database engines.				
SM-SM-03.11	k) Describe proposed change control process and corresponding procedures and standards of service (by problem type/severity, as appropriate).				
SM-SM-03.12	l) Describe proposed escalation process and procedures to be used in this project.				
SM-SM-03.13	m) Provide clearly defined and detailed Service Level Agreement (SLA) components pertinent to the support and maintenance of the integrated HRMS. The SLA components should be defined and formalized for user expectations with regard to the system availability, system performance, and support.				
SM-SM-03.14	n) Please include your standard SLA as part of the proposed solution package.				
SM-SM-03.15	r) What period of post-rollout warranty support does the vendor/offeror provide?				

SM-SM-03.16	s) Does your company have international presence/support? If so, specify where?				
SM-SM-03.17	t) Are there additional charges for the support? Provide details.				
SM-SM-03.18	u) Which legal jurisdiction is applied in case of disputes?				
SM-SM-03.19	w) What is your company's source code policy?				
SM-SM-04	Does the system provide built-in end-user online support functions listed below? Provide details and attach an exhibit labeled IT-SM-01				
SM-SM-03.1	Online documentation.				
SM-SM-03.2	Online help.				
SM-SM-03.3	Online search facilities.				
SM-SM-03.4	Online procedures.				

SM-SM-05	Do you have an arrangement for source code escrow? Provide full details.				
RM	**RELEASE MANAGEMENT**				
SM-RM-01	Any new version (major or minor or patch) release of the product by the vendor/offeror can be optimally opted by CBL to be implemented in their installations. During that, all required technical, functional, documentation support/training should be provided. Describe how this process will be managed.				
SM-RM-02	Are there any known schedules of known future or planned upgrades/releases? Provide details, along with a description of functionality and changes scheduled to be included in each.				
SM-RM-03	With every new release, does an existing implementation need to be compulsorily upgraded?				
SM-RM-04	For how long are outdated product versions supported?				

SM-RM-05	As a matter of policy, it is imperative that version upgrades and patches are tested in Test, UAT and SIT environments prior to release into PRODUCTION. The two (2) lower environments (typically Test and UAT) should have the capability to replicate production in all aspects for day-to-day testing needs. Elaborate on the whole process, including licensing implications.				
SM-RM-06	Does the system have the capability to run system/batch/real-time processes across all environments?				

9.2 Financial Proposal

The financial proposals shall be invited at the later stage from only proponents that have satisfactorily met the technical requirements. This section deals with cost estimates for the services and specifically addresses the following issues:

a) Fee and Disbursements Chargeable

The total fee chargeable should be broken down into professional fees, system related fees including licenses and subscriptions if any and disbursements.

b) Costs Prior to Contract

No payment will be made for any costs incurred in the preparation or submission neither of proposals nor in the negotiations, preparation and signature of the contract or for any other work prior to the engagement date.

9.3 Mandatory Documents (Required as part of the Proposal)

The proponent should have the following documents as attachments to their proposal:

Requirement	**Supported by:**
a) Trading and Tax compliance requirements	Certified (at source) copies of the valid trader's license or company registration certificate and a copy of the tax clearance certificate.
b) A copy of company audited financial statements for the past two years.	Attach the financial statements and **clearly label them exhibit "CB-COR-05"**

10. REQUEST FOR PROPOSAL PROCESS

10.1 Contact Persons

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

Name: Mrs. M. Lechela

Title: Secretary, Tender Committee

Tel: (266) 22232126

Fax: (266) 22310051

E-mail: mlechela@centralbank.org.ls

10.2 Clarification

Any queries relating to this RFP must be addressed in writing to the relevant person designated in 12.1 above. Responses will be sent to the enquirer. **Closing date for requests for clarifications is on Friday 07th February 2020 at 16:30hrs**

10.3 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 all the requirements of this RFP will be considered.

10.4 Delivery of Proposals

10.4.1 Technical Proposal

(a) Technical Proposals in the following formats: hardcopy format (**one (1) original and one(1)** pdf **electronic/soft** copy copied on a memory stick or hard disk should be deposited in the tender box at the reception area at the CBL building situated at Corner Moshoeshoe and Airport Roads Maseru, and should be marked **"Technical Proposal for Provision of a Human Resources System"**

(b) **In the event that proposals are dispatched by courier, proponents are expected to instruct their couriers to deposit proposals in the tender box.**

(c) All proposals must be deposited in the tender box **on or before 14th February 2020 no later than 14:30 hours**. Email and/or late proposals shall not be considered.

10.4.2 Financial proposal

(a) Financial proposal shall be invited only from proponents that have satisfactorily met the technical requirements of the Bank.

(b) Invited Financial proposals shall be deposited in the tender box on the date and time to be determined.

10.5 Opening of proposals

Properly sealed and marked proposals shall be opened on **the 14th February 2020 at 14:30hrs**. Bidders representatives who wish to attend the opening session are welcome to attend.

10.6 Evaluation of proposals and selection

Proposals compliant with the requirements for submissions described above shall be evaluated. Technical evaluation shall involve both submission analysis and pitching evaluation.

11. EVALUATION CRITERIA

11.1 Mandatory documents evaluation criteria

REQUIREMENT	YES	NO	REMARKS
Certified(at source) copy of a valid traders license or company registration certificate			
Certified copy of a valid tax clearance certificate			
Signed letter of introduction			
A copy of company audited financial statements for the past two years.			

(Proponents missing any of the above will not be considered for the next stage of evaluation.)

11.2 Technical proposal evaluation criteria:

11.2.1 Submissions evaluation criteria

Technical proposals will be opened first and evaluated on the basis of the following criteria, scored as indicated:

Evaluation Area	Allocated Score
Proponent Experience (Market Perception and Product Exposure)	5
The Proposed System /Business requirements fulfillment: Required Functionality, Package Quality Features etc	40
Proposed methodology and soundness of a high-level	25

project Implementation plan/	
Project Implementation team composition and qualifications	10
Total	**80**

(***To qualify for pitch evaluation the proponents should score a percentage minimum score of 75% under submission evaluation.)***

11.2.2 Pitch evaluation criteria

Evaluation Area	Allocated score
Clarity of the presenter and ability to answer questions appropriately	10
Demonstrated knowledge and understanding of CBL requirements	10
Consistency of the RFP	10
Total	**30**

(***To qualify for financial evaluation the proponents should score a total combined weighted score of 75% (both submission evaluation and pitch).)***

11.3 Financial evaluation

Proponents that have scored a combined weighted score of 75% and above will be invited to submit their financial proposals.

The proposals shall be opened and evaluated based on pricing for the assignment. The competitive proposal shall be selected for award.

12. TERMS AND CONDITIONS OF THE RFP

12.1 Proposal Validity & Firm Pricing

Proposals should be valid for at least 90 days after the closing date and prices are to be fixed for the entire contract period.

12.2 Currency and Taxes

12.2.1 Prices quoted are to be:

(a) in Maloti (1 LSL = 1 ZAR);

(b) inclusive of 15% Value Added Tax; and

(c) In accordance to applicable Lesotho laws.

12.2.2 In effecting payment the applicable withholding taxes shall apply: **10%** for foreign companies and **5%** for local companies.

12.3 Ownership of Proposals

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

12.4 Confidentiality of Information

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

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

c) The successful proponent shall be required to:

(i) Sign a confidentiality clause.

(ii) Hand over all the design documentation raised over to CBL

12.5 Technical Facilities

The Bank is open to either an on-premise or a cloud based solution, but it is the bank's desire to have core HR, and payroll modules implemented on-premise. Implementation of the solution is to be carried out at the Bank's primary and disaster recovery sites concurrently if a proponent proposes an on-premise solution. The Bank will provide servers, storage, operating systems', database licenses for an on-premise implementation. The Bank will provide working space and access to its ICT infrastructure through relevant authorization to the Contractor for implementation and maintenance. However, the Bank may not provide other technical facilities; hence proponents should provide own requisite solutions such as plugins, utilities, development kits etc.

12.6 Costs of Responding

Proponents are solely responsible for their own expenses incurred during the preparation of the proposal and for subsequent negotiations with the Bank including the "pitch" sessions.

If the Bank rejects all or any proposal, it shall not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final contract, or any other matter whatsoever.

12.7 Background Check

The Bank reserves the right to check and verify the background of all or any persons (firms, directors, partners, technical staff, etc.) involved in the Bid and reserves the sole right to determine whether or not to accept or reject any such Bid on any grounds.

12.8 Performance Bond

The Bank may require a performance bond of not less than 10% of the bid amount from the preferred proponent before entering into the contract.

12.9 Health and Safety

The Bank adheres to occupational health and safety requirements under the Lesotho Labour Code Order of 1992; ISO 45001 and other international best practices on OHS. As such, all its service providers shall also be required to comply with and adhere to the Bank's OHS policy.

12.10 Acceptance and/or Rejection of Proposals

a) The Bank is not bound to give reasons for declining any or all of the proposals.

b) The Bank is neither bound to accept any of the proposals nor any financial proposal either it being the highest or the lowest.