Central Bank of Lesotho

REQUEST FOR PROPOSAL (RFP)

RFP TITLE:

PROVISION FOR MEDICAL AID ADVISORY AND BROKERAGE FIRM FOR CENTRAL BANK OF LESOTHO AND LEHAKOE RECREATIONAL AND CULTURAL CENTRE

RFP NO:

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1. INTRODUCTION

The Central Bank of Lesotho (CBL) serves as the primary monetary authority of the Kingdom of Lesotho, established under the Lesotho Monetary Act of 1978 and operates with autonomy as defined by the Central Bank of Lesotho Act No. 2 of 2000. The Bank's mandate includes maintaining monetary and financial stability, fostering a sound financial system, and supporting the country's economic development.

In fulfilling this mandate, CBL is involved in the formulation and implementation of monetary policy, regulation and supervision of financial institutions, management of foreign reserves, and oversight of national payment systems. The Bank adheres to governance standards and aims for operational excellence and effective stakeholder service.

CBL employs around 360 staff members across its operations, complemented by a workforce with technical and administrative expertise. Additionally, CBL has a subsidiary, Lehakoe Recreational and Cultural Centre (LRCC), which has approximately 55 staff members. Together, these entities contribute significantly to the Bank's operations.

CBL aims to provide competitive and sustainable employee benefits, including medical aid arrangements designed to support the health and well-being of employees and their eligible dependents. The Bank is focused on enhancing its benefits framework in accordance with market best practices and evolving healthcare needs while considering cost sustainability.

As part of this commitment, CBL is seeking to engage a qualified and experienced medical aid brokerage firm to deliver advisory and brokerage services to ensure cost-effective, responsive, and high-quality medical aid solutions for CBL and its subsidiary, LRCC.

2. OBJECTIVE

The objective of this RFP is to appoint a brokerage firm to:

2.1 Provide cost-effective, transparent, and member-centric medical aid solutions

2.2 Deliver cross-border healthcare access (Lesotho and South Africa)

2.3 Reduce internal administrative burden

2.4 Ensure regulatory compliance in both jurisdictions

The appointed broker must recommend and manage at least one medical aid scheme in Lesotho and one in South Africa.

TERMINOLOGY FOR THIS RFP

Throughout this RFP, the terminology is used as follows:

"**Consultant" or "Service Provider"** means the successful bidder to this RFP who shall enter into a written Contract with the Bank;

"Contract" means the written agreement resulting from this RFP executed by the Bank and the Consultant;

"IT" means Information Technology

"Joint venture" means a business arrangement where firms have pulled their resources and expertise for the provision of service for the social facilitator;

"Must" or "Mandatory" means a requirement that failure to meet shall result in disqualification;

"The Bank" or "CBL" means the Central Bank of Lesotho.

3. SCOPE OF WORK

The appointed service provider will be responsible for:

3.1 Advisory & Strategy

I) Provide independent, unbiased advice across multiple schemes

II) Conduct annual market benchmarking (benefits, pricing, performance)

III) Recommend optimal plan structures and contribution models

IV) Develop cross-border healthcare access strategies

3.2 Scheme Sourcing & Implementation

I) Source and recommend suitable schemes in Lesotho and South Africa

II) Support scheme selection and implementation

III) Ensure regulatory compliance in both jurisdictions

3.3 Enrollment Management

I) Manage annual opening and closing of the enrollment processes

II) Handle onboarding, exits, and member changes

III) Provide member education and decision-support tools

3.4 Member Support Services

I) Operate a helpdesk for member queries

II) Provide:

- ✓ Benefit clarification
- ✓ Claims support and escalation
- ✓ Scheme change support

3.5 Billing & Administration

I) Support monthly billing reconciliation

II) Validate contributions and member data

III) Resolve discrepancies with schemes

3.6 Reporting & Analytics

I) Provide regular reporting on:

- ✓ Membership
- ✓ Claims/utilization (where available)
- ✓ Cost trends
- ✓ Member experience

II) Deliver actionable insights and recommendations

3.7 Compliance & Governance

I) Ensure compliance with all regulatory frameworks

II) Fully disclose commissions, fees, and conflicts of interest

4. DELIVERABLES

The appointed broker will be responsible for delivering the following key assignments, including but not limited to:

4.1 Implementation & Onboarding

I) Implementation plan within **30 days of contract award**

II) Rollout of selected schemes (Lesotho & South Africa)

III) Member communication and onboarding materials

4.2 Scheme Strategy

I) Documented scheme recommendations supported by analysis

II) Evidence of market reviews

4.3 Enrollment Management

I) Annual enrollment execution (communication, processing, confirmation)

II) Ongoing management of member changes

4.4 Member Support

I) Operational helpdesk

II) Monthly reporting on:

- ✓ Query volumes
- ✓ Resolution times
- ✓ Common issues

4.5 Billing & Reconciliation

I) Monthly reconciliation reports, including:

- ✓ Invoice validation
- ✓ Contribution accuracy
- ✓ Variance resolution

4.6 Reporting & Analytics

I) Quarterly reports covering:

- ✓ Membership trends
- ✓ Cost analysis
- ✓ Utilization
- ✓ Recommendations

4.7 Annual Review

I) Annual benchmarking report

II) Renewal recommendations with cost-saving opportunities

4.8 Compliance

I) Annual compliance confirmation

II) Full disclosure of fees and commissions

5. PROPOSAL SUBMISSION REQUIREMENTS

To ensure consistency and facilitate a fair and transparent evaluation process, all bidders must structure their submissions in accordance with the requirements outlined below. Failure to comply with these instructions may result in disqualification.

5.1 General Requirements

5.1.1 Proposals must be clear, concise, and fully responsive to the Scope of Work and Deliverables defined in this RFP.

All submissions must:

I) Be prepared in English

II) Be submitted in electronic PDF format

III) Follow the prescribed structure outlined in this section

The proposal shall consist of the following components:

1. Mandatory Pre-Qualification Requirements
2. Technical Proposal
3. Financial Proposal *(submitted only upon request)*

5.1.2 Clarifications

Enquiries arising from this RFP should be directed in writing @ E-mail: tenderclarifications@centralbank.org.ls on or before 31st July 2026. Responses will be published on the Bank's website www.centralbank.org.ls on the 5th August 2026.

5.1.3. Eligibility

Proposals will not be evaluated if the bidder'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 audit. Only proposals that comply with all the requirements of this RFP will be considered.

5.2 Mandatory Pre-Qualification Requirements

The Mandatory Pre-Qualification stage is assessed on a pass/fail basis. Bidders must submit all required documentation listed below. Failure to provide any of the required documents or to meet the stated criteria will result in the proposal being deemed non-responsive and excluded from further evaluation.

No.	Requirement	Description	Evidence Required
1	Regulatory Authorization	Must be licensed to provide medical aid brokerage services in the relevant jurisdiction	Proof of registration with relevant regulatory bodies. i.e. Central Bank of Lesotho
2	Legal Registration	Must be a legally registered entity authorized to operate	Certificate of incorporation or valid trading license
3	Tax Compliance	Must be compliant with applicable tax regulations	Valid Tax Clearance/Compliance Certificate
4	Letter of Introduction	Signed by authorized representative	Letter of Introduction
5	Professional Indemnity Insurance	Adequate professional liability coverage	Valid insurance certificate/policy
6	Workmen's Compensation Insurance	Compliance with occupational health and safety requirements	Valid insurance certificate/policy

5.3 Technical Proposal Requirements

The Technical Proposal must include the following sections:

a) Letter of Introduction

A one-page letter signed by an authorized representative, including:

I) Company name, address, and contact details

II) Name and designation of the authorized signatory

III) Confirmation of intent to undertake the assignment

b) Approach and Methodology

A detailed description of how the bidder will deliver the Scope of Work, including:

I) Medical aid scheme sourcing and evaluation (Lesotho and South Africa)

II) Enrollment management processes

III) Member support services (queries, claims, education)

IV) Billing and reconciliation processes

V) Reporting and analytics capabilities

Bidders must clearly outline their service delivery model, tools, systems, and methodologies.

c) Implementation Plan and Timeline

A detailed implementation plan including:

I) Key phases, activities, and milestones

II) Onboarding and rollout plan (within 30 days of contract award)

III) Ongoing service delivery framework

d) Company Experience and Track Record

I) Company profile and years of operation

II) Relevant experience in medical aid brokerage and cross-border healthcare

III) At least three (3) reference letters from comparable assignments (within the last 10 years), including contact details (telephone and email).

e) Project Team Composition

I) Organizational structure and roles

II) CVs of key personnel (maximum 3 pages each), including:

- ✓ Qualifications
- ✓ Relevant experience
- ✓ Professional certifications

f) Financial Capability

I) Audited financial statements for the past five (5) years

II) Statements must be:

- ✓ Signed by a registered auditor/ Chartered Accotant
- ✓ Unqualified
- ✓ Demonstrate financial stability and positive cash flow

g) Compliance and Risk Management

I) Evidence of regulatory compliance

II) Disclosure of conflicts of interest

III) Data protection, confidentiality, and information security measures

5.4 Financial Proposal Format

Financial Proposals **shall not** be submitted at the initial stage.

Only bidders who:

I) Meet all mandatory requirements, and

II) Achieve a minimum of 80% in the Technical Evaluation

will be invited to submit Financial Proposals.

Upon invitation, the Financial Proposal must include:

I) Brokerage fees (clearly stating basis of calculation)

II) Advisory/consulting fees (if applicable)

III) Administrative/service fees

IV) Commission structures (fully disclosed)

V) Any additional costs (clearly itemized)

All pricing must:

I) Be transparent and comprehensive

II) Be expressed in Lesotho Loti (LSL)

III) Clearly indicate VAT and applicable taxes

Failure to fully disclose all fees and commissions may result in disqualification.

6. DEADLINE FOR THE SUBMISSION OF TECHNICAL PROPOSALS

Technical Proposals must be submitted no later than **14th August 2026 at 14:30 hours** (Lesotho time).

I) Proposals received after the stated deadline will not be considered.

II) It is the sole responsibility of the bidder to ensure that the submission is received by the Bank on or before the deadline.

III) The Bank shall not be held liable for late submissions due to transmission delays, technical failures, or any other cause.

All bidders are strongly encouraged to submit their proposals well in advance of the deadline to avoid any unforeseen delays.

7. SUBMISSION OF PROPOSALS

Bidders are required to submit their Technical Proposals electronically in accordance with the instructions below:

7.1 Submission Method

I) Technical Proposals must be submitted via email to: **tenders@centralbank.org.ls**

II) Submissions must be in PDF format (either as a single document or a compressed/zipped folder)

III) Links to external storage platforms (e.g., Google Drive, Dropbox) **will not** be accepted

7.2 File Naming Convention

The email subject line and attached file(s) must be clearly labeled as follows: **"Technical Proposal – Provision of Medical Aid Brokerage Services"**

7.3 Submission Requirements

I) The Technical Proposal must include all documents specified in Section 4 (Proposal Submission Requirements)

II) All documents must be complete, properly formatted, and legible

III) The proposal must be submitted as one complete package

8. OPENING OF TECHNICAL PROPOSALS

Technical Proposals will be opened immediately after the submission deadline on 14th August 2026 at 14:35 hours (Lesotho time).

The opening process will be conducted internally in accordance with the Bank's established procurement procedures.

A Tender Register will be prepared to formally record the receipt of proposals. The register will include the following details:

- Name of the bidder

- Date and time of submission
- Confirmation of receipt of required documentation

All bidders will be formally notified of the outcome of the opening process.

No Financial Proposals will be accepted or opened at this stage.

9. EVALUATION OF TECHNICAL PROPOSALS

The evaluation of proposals will be conducted in a structured, transparent, and fair manner, in accordance with the Bank's procurement policies. The process will consist of the following stages:

1. Mandatory (Compliance) Evaluation
2. Technical Evaluation
3. Pitch Presentation Evaluation
4. Combined Technical Score

Only bidders that successfully pass each stage will proceed to the next.

9.1 Mandatory (Compliance) Evaluation

All proposals will first be assessed on a pass/fail basis against the mandatory requirements listed below. Failure to submit any required document or failure to meet any requirement will result in automatic disqualification.

	Requirement	**Evidence Required**
1	Regulatory Authorization	Proof of registration with relevant regulatory bodies
2	Legal Registration	Certificate of incorporation or trading license
3	Tax Compliance	Valid Tax Clearance Certificate
4	Letter of Introduction	Signed by authorized representative
5	Professional Indemnity Insurance	Valid insurance certificate
6	Workmen's Compensation Insurance	Valid certificate

Only compliant proposals will proceed to the Technical Evaluation stage.

9.2 Technical Evaluation (Written Proposal)

Technical Proposals will be evaluated out of 100 points based on the criteria below:

Evaluation Criteria	Description	Weight (%)
Approach & Methodology	Understanding of scope, cross-border strategy, service delivery model, tools, and innovation	25
Service Capability & Deliverables	Ability to deliver enrolment, support services, billing, reporting, and benchmarking	20
Company Experience & Track Record	Relevant experience in medical aid brokerage and similar assignments	15
Project Team	Qualifications, experience, and suitability of key personnel	15
Financial Stability	Demonstrated financial soundness and sustainability	10
Implementation Plan & Timeline	Realistic rollout plan, milestones, and transition approach	15
Total		**100%**

Minimum Threshold:

Bidders must score at least 70% in the Technical Evaluation to qualify for the pitch presentation stage.

9.3 Pitch Presentation Evaluation

Only bidders meeting the Technical threshold will be invited to deliver a pitch presentation.

The purpose of the pitch is to:

I) Validate the submitted proposal

II) Assess practical understanding of requirements

III) Evaluate the proposed team’s capability

IV) Test the feasibility of the proposed approach

The Pitch Presentation will be evaluated out of **100 points** based on the criteria below:

Evaluation Area	Description	Weight (%)

Clarity of Presentation	Structure, communication, and articulation of the solution	40
Understanding of Requirements	Demonstrated knowledge of CBL needs, including cross-border complexities	40
Consistency with Proposal	Alignment with the submitted proposal and credibility	20
Total		**100%**

9.4 Combined Technical Score

The final Technical Score will be calculated as follows:

I) Written Technical Proposal: 80% weight

II) Pitch Presentation: 20% weight

Final Technical Score = (Written Score × 80%) + (Pitch Score × 20%)

Only bidders achieving a minimum combined Technical Score of 70% will proceed to Financial Evaluation.

9.5 Financial Evaluation

Only technically qualified bidders will be invited to submit Financial Proposals.

Financial proposals will be evaluated based on:

I) Total cost of services

II) Transparency and completeness of pricing

III) Fee structure (brokerage, advisory, administrative)

IV) Disclosure of commissions

The lowest evaluated responsive proposal will receive the maximum financial score. Other proposals will be scored proportionally using the formula:

Financial Score = (Lowest Price / Bidder's Price) × 100

Proposals will also be assessed on a pass/fail basis for:

I) Completeness

II) Accuracy

III) Compliance with pricing requirements

9.6 Final Evaluation and Award (QCBS)

The final score will be calculated using a Quality and Cost-Based Selection (QCBS) method:

I) Technical Score: 80%

II) Financial Score: 20%

Final Score = (Technical Score × 80%) + (Financial Score × 20%)

The contract will be awarded to the highest-scoring proponent, subject to:

I) Successful due diligence

II) Contract negotiations

III) Internal approvals

The Bank reserves the right to accept or reject any proposal in accordance with its procurement policies.

10. CONFIDENTIALITY OF INFORMATION

a) All proposals submitted by bidders shall be treated as strictly confidential and shall not be disclosed to any third party, except for purposes of evaluation or as required by law.

b) All information pertaining to the Bank obtained by bidders during the RFP process shall be treated as confidential and shall not be disclosed without prior written consent from the Bank.

c) The successful bidder shall be required to:

- Sign a confidentiality agreement with the Bank;
- Hand over all documentation and materials developed during the assignment to the Central Bank of Lesotho (CBL).

11. AMENDMENT OF RFP DOCUMENT

The Bank reserves the right to amend this RFP at any time prior to the submission deadline, whether at its own initiative or in response to clarification requests.

All amendments will be communicated in writing to all prospective bidders and shall be binding.

Where necessary, the Bank may extend the submission deadline to allow bidders sufficient time to incorporate such amendments.

12. COSTS OF RESPONDING

Bidders shall bear all costs associated with the preparation and submission of their proposals, including participation in clarification meetings and pitch presentations.

The Bank shall not be liable for any costs incurred, regardless of the outcome of the procurement process.

No payments will be made for any work undertaken prior to the formal award and execution of a contract.

13. BACKGROUND CHECK

The Bank reserves the right to conduct due diligence and background checks on any bidder, including its directors, partners, employees, and affiliates.

The Bank further reserves the right to accept or reject any proposal based on the outcome of such checks.

14. SAFETY, HEALTH, ENVIRONMENT AND QUALITY(SHEQ)

The Bank adheres to Safety, Health, Environment and Quality (SHEQ) requirements under the Occupational Safety and Health Act No.4 of 2024 as amended; International Organization for Standardization (ISO) as provided below. As such, all its service providers shall also be required to comply with applicable Lesotho Legislation on Occupational Safety and Health Act No.4 of 2024 as amended and adhere to the Bank's SHEQ policy.

All service providers must make a consideration to provide their staff with necessary Occupational Health and Safety resources while undertaking this assignment including a valid workmen's compensation insurance for the duration of the assessment.

i) Occupational Safety and Health Act No. 4 of 2024
ii) ISO 45001:2018 Health and Safety Management Systems.

iii) ISO 43003 Psychological Health and Safety at Work.

iv) ISO 22000 Food Safety Management System, ISO 22000 Food Safety Management Systems.

v) ISO 14001:2015 Environmental Management Systems.

vi) ISO 9001 Quality Management Systems,

vii) ILO conventions rectified by Lesotho and SHEQ best practices.