

Proposed Terms of Reference for Short-Term Human Resource Consultancy for Machabeng College

Job title:	Short-Term Human Resource Consultancy for Machabeng College
Duty station:	Maseru
Contract type:	HR Service Consultancy
Expected workload:	3 months (12 weeks)
Envisaged Starting date:	March 2025
Envisaged Completion date	May 2025

A. Background

Machabeng College is an International School based in Lesotho, which was opened in 1977 in accordance with the rules and regulations of the Ministry of Education, as an English Medium School. The school is a national asset, sited on government property, and within the constitutional framework is answerable to the Principal Secretary of Education, through its Governance Structure. The Board of Governors of Machabeng College exercise oversight over the Management of the College. The Headmaster, within the framework of policy set by The Board of Governors and under its overall guidance, is the chief executive officer of the school, providing educational and organizational leadership.

As a government property, the school endeavors to satisfy the requirements of the government and donor community in fulfilling the entry requirements for international institutions of higher learning. In addition, the school is a fully accredited international institution of learning, functioning within a national context. The vision of the school is to offer the highest quality international education to students of wide-ranging abilities and nationalities. Machabeng College is committed to providing an internationally recognized pre-university education and access to international curriculum, whilst also being an educational resource for the local community.

B. Objectives

As a requirement of International Schools there is need to ensure that the organization, staffing levels and remuneration and benefits of the local and international staff is commensurate with the expected quality of service delivery expected for such an institution in accordance with the accrediting bodies' standards and practices. Although there have been some efforts to review and restructure the Organization, there

is a need to undertake a study to review and recommend the terms and conditions for all Staff of the College, its suitability and appropriateness, and market surveys for other international schools of the same caliber. There is a need to review Organization and staffing levels of the Machabeng College. In addition, the nature of the College, being a National Asset as well as an International School necessitates the creation of policies that merge the requirement of International Standards with National Standards, including types and conditions of work contracts and the fair treatment of Local Staff including retirement age and benefits commensurate with the international standards ascribed to by accreditation organizations.

There is therefore a need for the services of a Consultancy Firm (The Consultant) to develop a sustainable pay system and benefits that will attract, retain and motivate staff and compare the College's internal pay and benefits with the Lesotho and external labour market in the SADC Region.

C. Confidentiality

The Consultant will be required to sign a confidentiality agreement before the exercise commences.

D. Scope of Services

The overall objective of the Human Resources Consultancy is to provide direction and support in the formulation and management of the College's Remuneration and Benefits Package, so that there is both internal and external consistency and at the same time, competitiveness when viewed against industry benchmarks, in addition to providing insight into salary rates of similar International Schools.

The Consultant will analyze current organizational structure, job requirement, job descriptions, job positions, and salary scales and provide strategic recommendations on the salary structure and the benefits package of Machabeng College. The Consultant will work under the supervision of the Headmaster, and work closely with the Board of Governors Human Resources Committee and other Senior Management as required.

1. Study and review the organizational structure with the positions, job descriptions, job grades and submit recommendations of revised ones.
2. To carry out a salary/compensation and benefits survey of comparator/ competing Institutions at the local and regional (SADC) level to obtain pertinent information to inform remuneration recommendations
3. Carry out a job evaluation and provide a suitable structure. Provide compensation structure information from comparator organizations in Lesotho and the Southern African Development Community, SADC. As much as possible, match existing Position Descriptions with those of comparator organizations to facilitate an accurate determination of salary levels for various positions and job groups; Present a consolidated report with recommendations from the findings of the surveys (Lesotho and SADC);

4. The Consultant is required to critically review the current remuneration and benefits package, including allowances for the Machcoll Staff in comparison with comparators, highlighting and flagging its strengths, weaknesses and/ or shortcomings. In addition, detail how the Machcoll package inclusive of allowances compares in terms of composition or structure with Local Private Sector comparators and Regional Private Sector Comparators
5. Design New Pay Scales: Create new pay scales based on statistical analysis for senior management and develop an appropriate remuneration structure that reflects the complexity of additional organizational responsibilities beyond the standard job description aligning with the chosen grading system.
6. The Consultant will also be expected to develop a remuneration and benefits strategy and Policy in light of best practice and the survey results;
7. Review the Terms and Conditions of Employment and make recommendations based on the assessment of their adequacy and suitability, in line with Lesotho's legal framework.
8. Review and update the College's contractual documents, including development of new contracts, if applicable, in line with Lesotho's legal framework.
9. Review, assess, and enhance and/or develop the Training & Development Policies to ensure alignment with the standards of affiliated examining and accrediting bodies, making necessary recommendations and developing a comprehensive, integrated Training & Development policy with clear procedures.
10. Review, assess, and enhance and/or develop the College's Performance Management Policy, systems and tools.
11. Review, assess, and enhance and/or develop the College's Recruitment and Selection Policy and Procedures.
12. Review, assess, and enhance and/or develop the College's Remuneration and Benefits Policy, including innovative strategies and best practice for the various categories of staff, including academic and non-academic, local and international staff
13. Review, assess, and enhance and/or develop the College's Termination Policy
14. Review, assess, and enhance and/or develop an Employee Relations (ER) and grievance Policy
15. Review, assess, and enhance and/or develop the College's Board Remuneration Policy.

E. THE DOCUMENTS TO BE SUBMITTED BY MACHABENG COLLEGE

1. The College will provide the necessary documentation, including but not limited to the organizational structure, job descriptions, remuneration structure, financial reports, audit documents, HR and teaching policies, and governance strategies, as well as office space, WIFI access, and other required resources. Terms and conditions of the contract will be drafted prior to signature with the preferred proposer.

F. EXPECTED OUTPUT (REQUIRED DELIVERABLES)

The expected deliverables for this activity include the following:

1. INCEPTION REPORT

Following the initial survey and review of documentation, the consultant should prepare an Inception Report within five (5) working days of appointment covering at least the following:

- a. A confirmation of the Consultant's understanding of the terms of reference of the assignment.
- b. Details of gaps, inefficiencies, and areas of non-compliance identified in the current processes
- c. A detailed work plan, indicating the timelines for completion of the set objectives, resource requirements, and the time of finalization of the assignment.
- d. The report will also establish a communication plan for regular updates and specify the next steps and immediate actions required

The Inception Report will be reviewed by the Senior Management Team and Human Resources Sub-Committee for approval, facilitating the Consultant to proceed with the assignment.

2. DRAFT REPORT

a. Organizational Structure and Salary Scale

A comprehensive report detailing the analysis of the current organizational structure, job requirements, job descriptions, job positions, and salary scales. Design an optimal organizational organogram and salary scale that aligns with comparator organizations, based on job evaluation and assessment, while considering Machabeng College's unique climate and strategic goals.

A Survey Report and Human detailing the findings from the salary/compensation and benefits survey. Comparative analysis of remuneration packages across the surveyed institutions. The survey report should include a summary of the collected data, i.e. salary scales, benefits packages, and other relevant compensation elements; and visual representations such as charts and graphs to illustrate key findings.

The report should also include a report on the Benchmarking Analysis. This report should show the outcome of the comparison of Machabeng College's current remuneration and benefits strategy against those of the comparator institutions and Identification of gaps and areas for improvement.

The report should further outline the strategic recommendations for the salary structure and benefits package based on the assessment of comparator organizations and the recommended remuneration model that includes basic pay as well as additional allowances for Machabeng College.

b. Revised Contract Documents

A detailed report assessing the adequacy and suitability of the current Terms and Conditions of Employment. The report should include the identified gaps, inconsistencies, and areas for improvement. In addition, it should detail strategic recommendations for enhancing the Terms and Conditions of Employment and contract documents based on the assessment as well as justifications for each recommendation, supported by best practices and industry standards.

Updated Contractual Documents reflecting the recommended changes as well as an assessment of the implications thereof.

c. Revised Policies

A detailed policy analysis report highlighting the benefits offered by comparator organizations/institutions. The report should include specific focus on annual leave, sick leave, maternity and paternity leave, health coverage, life and disability insurance, vacation benefits, and public holidays.

Provide updated and comprehensive HR policies and procedures that include;

- a. Terms and Conditions of Employment
- b. The College's contractual documents
- c. Training & Development Policies
- d. The College's Performance Management Policy, systems and tools
- e. Recruitment and Selection Policy and Procedures
- f. Remuneration and Benefits Policy
- g. Termination Policy
- h. Employee Relations (ER) and grievance Policy
- i. Board Remuneration Policy

d. Implementation Plan

The implementation plan should contain a step-by-step plan for implementing the recommended changes, including timelines and responsible parties.

e. Supporting Documentation:

Any additional documents or data used in the analysis, such as but not limited to benchmarking data, job evaluation criteria, and comparative salary surveys should be included in the draft final report as appendices.

The Consultant is to note that all data, information and documentation produced and acquired during the Consultancy Services will remain the property of Machabeng College.

f. Feedback and Revision:

3. A process for incorporating feedback from the Headmaster, Board of Governors, and Senior Management into the final recommendations.

G. TIME FRAME

Total engagement for consultancy is expected to be completed within 3 months from the date of signing. The consultant therefore, is required to prepare and submit the entire plan in a way that allows the achievement of all deliverables within this period

The consultant will collaborate with Machabeng College on changes, finalization, and acceptance of the report.

H. Qualification and Experience

A well-established firm with a good track record of working on HR/organisational development, Legal expertise in Lesotho.

I. REQUIRED EXPERTISE: Team Composition & Qualification Requirements for the Key Experts

Mandatory requirements

A well-established firm with a good track record of working on HR/organisational development, Legal expertise in Lesotho, South Africa, and/ or the SADC region. At least 5 years' experience in conducting HR organisational reviews of international colleges and similar institutions of higher education. Solid knowledge and experience in effective human resources management, including application of best practices in development of a clear HR strategy, HR surveys and organisational effectiveness; demonstrable familiarity with cutting-edge talent management practices. Ability to turn around the assignment and deliver within the set deadlines

To deliver the required HR Consultancy services detailed in these Terms of Reference, the Consultant shall furnish the Project with a team of key experts and non-key expert staff possessing the necessary expertise in terms of qualifications and experience to ensure that the Project is delivered to the highest professional standards. The HR Consultant shall provide registered and accredited professionals with the appropriate qualifications and the necessary experience to meet the requirements of the Terms of Reference for Machabeng College.

Service Providers wishing to be considered for the services described herein should meet the following criteria:

Key Staff	Minimum Qualification
<p>1. Team Leader – HR Specialist</p>	<p>1. The Team Leader must possess, at minimum, a Master’s Degree in Human Resources Management, Remuneration and Benefits or related field; Minimum 5 years’ experience.</p> <p>2. Demonstrable experience in conducting salary surveys, job matching, and construction of salary scales for public, parastatals and private organisations;</p> <p>3. Solid knowledge and experience in effective human resources management, including application of best practices in development of a clear Human Resources Strategy and Human Resources Surveys;</p> <p>4. Solid experience in designing and or developing organizational compensation structure with similar Organizations is required;</p> <p>5. Ability to lead business processes re-engineering, implementation of new systems;</p> <p>6. Proven track record of similar assignments with similar organizations.</p>
<p>2. Legal Specialist</p>	<p>The legal specialist should at minimum have an LLB Degree, with experience in Employment and Labour Law and employee Contracts Minimum 5 years’ experience in that field.</p>

The Consultant shall provide within the Technical Proposal how quality assurance will be effected and the support staff that will be involved in the assignment.

FINANCIAL PROPOSAL

The proposer shall submit a financial proposal indicating cost breakdown by summary task and total cost of the assignments and the expected schedule of payments.

J. Payment Terms

Payment under the contract will be output-based and final payment will be made upon satisfactory completion of the assignment.

The Consultant shall provide a fixed price cost proposal. Payment shall be made according to the schedule below: Data and Draft Final report 20% 30% 50% In preparing the cost proposal it is the

Consultant's responsibility to ensure compliance with all the relevant applicable taxation Laws of Lesotho.

PAYMENT SCHEDULE		
Stage	Deliverable	Percentage of Contract Sum
1	Upon approval of Inception report	20%
2	Submission of Data and Draft Final Report; Powerpoint Presentation of Draft Report	30%
3	Upon Approval of Final Report	50%

K. CONTENT OF TECHNICAL PROPOSALS

The expected content of the proposal submission is as follows;

1. Introduction
2. Proposer's understanding of assignment
3. Scope of Service and methodology
4. Resources and Time schedules by summary task
5. Project Duration
6. Project Team composition and company/individual experiences
7. Costed Resources and Time Schedules by summary task and total cost
8. Expected Payment schedule
9. Deliverables (Reports and all inputs used) and their schedule
10. Other (what Proposer wishes to add e.g. Term and conditions of contract)

Proposals to undertake this project must include:

- Names and CVs of lead consultant(s) including certified copies of qualifications and relevant experience in providing the kind of services required and an outline of team structure.
- A description of how you intend to fulfil the Services and your proposed timelines and confirmation of your ability to meet those proposed suggested timelines
- An estimated budget for both professional fees and reimbursable expenses.
- Reference Letters from at least 3 previous clients on similar assignment
- Proof of financial capacity to execute the assignment (3 months bank statement and/or Letter of credit from the recognised financial institutions)

L. OWNERSHIP

All reports and relevant data such as maps, images, diagrams, plans, statistics and supporting data acquired, compiled or prepared in the course of the services shall be confidential and shall be the absolute property of the Machabeng College. Also, Machabeng College, will own the copyright to any data, materials, reports, including imagery, created or acquired for use in the Project, including the right to reproduce, distribute, disseminate and publish, except for existing previous publications already developed by the HR Consultancy Services Provider.

Machabeng College will also own the copyright of programs written to implement all applications except for existing previous applications already developed by the HR Consultant.

M. EVALUATION CRITERIA

All the proposals shall be evaluated using the following criteria with the apportioned weight per criterion. The highest scoring proposal will be the preferred proposer, who will then be approached with the intention to award the consultancy contract. If that process is not successfully concluded, then the next highest scoring proposer will be similarly approached;

PRELIMINARY EVALUATION CRITERIA: Bidders will receive a Pass/Fail rating on the Preliminary Legal Compliance Criteria, depending on the fulfillment of the requirements listed below. Bidders missing any of the requirements below will not be considered for the next stage of evaluation. The next stage is the technical evaluation.

Preliminary Responsiveness Criteria		YES/ NO	COMMENT
A	Valid copy of the trader's license or company registration Certificate duly signed and authorized at source.		
B	Valid copy of the tax clearance certificate or Tax Compliance Certificate issued duly signed and authorized at source.		
C	Tender Duly Signed by Authorized Company representative		

Evaluation Criteria		Weight
A	Responsiveness to the Terms of Reference (ToR) and Understanding of the Assignment	30%
B	Capability through allocation of resources and methodology to undertake the assignment	40%
C	Project Duration (formula: shortest=max 10% longest=0%)	15%
D	Capacity and experience to undertake the assignment	15%

Technical Proposal the Technical Proposal shall not include any financial **Format and** information. A Technical Proposal containing financial information shall be declared non-responsive and shall be disqualified.

The Bidder is required to submit its Proposal using the Standard Forms

Financial Proposal. The Financial Proposal shall be prepared using the Standard Forms provided in. It shall list all costs associated with the assignment, including:

- (a) remuneration for Key Staff and Support Staff,
- (b) reimbursable expenses.

The minimum qualifying score for the Technical Proposal shall be 70%. The formula for determining the financial scores is the following: $S_f = 100 \times F_m / F$, in which S_f is the financial score, F_m is the lowest price and F the price of the proposal under consideration. The weights given to the Technical and Financial Proposals are: $T = 0.80$, and $P = 0.20$

Overall Scores: $S(t) T + S(f) F$; where $S(t)$ is the Technical Score

N. Submission Format

Electronic Submissions shall be emailed to procurement@machcoll.co.ls with the subject "MACHABENG HR CONSULTANCY". The proposal shall be in PDF format in a zipped file with folders labelled Technical and Financial proposal. ALL PROPOSALS should be password encrypted and TECHNICAL PROPOSAL PASSWORDS to be submitted to headmaster@machcoll.co.ls

The FINANCIAL PROPOSAL PASSWORDS shall ONLY be shared upon request by the College, to an email to be provided on the date of opening of Financial Proposals, only from proponents that have satisfactorily met the technical requirements of the College and have scored an overall of 70%. Bidders who will submit financial proposals passwords with technical proposals information shall be **disqualified**.

For hand delivery, The Proposals must be submitted in a sealed outer envelope, bearing no identification of the Bidder and clearly marked "TENDER FOR MACHABENG HR CONSULTANCY" to the MACHABENG COLLEGE MANAGEMENT. Technical and financial proposals shall be submitted in separate envelopes clearly marked "Technical" and "Financial" Proposal bearing no identification of the bidder and shall be deposited in the tender box available at the reception at Administration Block.

All queries relating to the submission of proposals should be addressed to the procurement@machcoll.co.ls on or before Monday 17th February 2025.

Submission of all Proposals should be received on or before noon Friday 21st February 2025.

The Technical proposals shall be opened on Thursday 27th February 2025 at 1400 hrs., in the presence of the interested Bidders.

