



**STANDARD BIDDING DOCUMENT FOR THE PROVISION OF JOB GRADING AND  
EVALUATION CONSULTANCY SERVICES**

**DATE OF ISSUE ..... 03 OCTOBER 2025**

**CLOSING DATE ..... 31 OCTOBER 2025**

**CLOSING TIME .....10.00 HOURS**

# **BIDDING DOCUMENT FOR THE PROVISION OF JOB GRADING AND EVALUATION CONSULTANCY SERVICES**

## **PROCUREMENT REFERENCE RFQ241-2025**

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### **PART 1: REQUEST FOR PROPOSALS PROCEDURES**

#### **1. References:**

References to the Act are to the Public Procurement and Disposal of Public Assets Act [Chapter22:23] and references to the regulations are to the Public Procurement and Disposal of Public Assets (General) Regulations, 2018 (Statutory Instrument No. 5 of 2018). The terms and requirements in the Act and Regulations govern the submission of Proposals and should be read by all Consulting Firm.

#### **2. Preparation of Proposals:**

Only Consulting Firms registered with the Procurement Regulatory Authority of Zimbabwe in terms of section 4 of the Regulations are eligible to participate.

You are requested to submit a Proposal to provide the consulting services detailed in the Statement of Requirements by submitting separate technical and financial proposals, as detailed below. The standard forms contained within this Request for Proposals may be retyped for completion, but the Consulting Firm is responsible for their accurate reproduction.

You are advised to read carefully the complete Request for Proposals document, including the Special Conditions of Contract in Part 3, as well as the Contract Agreement and the General Conditions of Contract for Consultancy Services (available on the Authority's website or on request), before preparing your proposal. Part 3: Contract Agreement is provided not for completion at this stage but to enable Consulting Firms to note the Contract terms they will enter into if their bid is successful.

#### **3. Preparation of Administrative Proposal.**

Administrative proposals should contain the following documents and information:

1. Fully signed bid submission sheet.
2. Fully signed bid securing declaration sheet
2. Valid NSSA Clearance Certificate for the current period, if local company
3. Copy of the Certificate of Incorporation
4. Copy of the CR6 form
5. Copy of the VAT registration certificate, if local company
6. Copy of the 2025 ITF 263 Tax Clearance Certificate if local company.
7. Detailed Company Profile.
11. Proof of registration with PRAZ

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12. Provide qualifications and competences for the team leader and consultants tasked with providing the leadership assessment. Include CVs detailing qualifications, relevant experience, and necessary domain knowledge.

13. Detailed Company Profile. The consultants should include an organizational structure indicating the available key personnel. Their qualifications should be attached as part of the submissions

14. Provide a plan showing the inputs of all key staff and a clear Gantt chart showing periods of how long each process will take.

15. The consultant's clients where a similar assignment has been conducted may be visited as part of due diligence during the evaluation process.

### **FAILURE TO ABIDE BY ANY OF THE ABOVE REQUIREMENTS MAY LEAD TO DISQUALIFICATION**

16. As part of due diligence: -

- The People's Own Savings Bank of Zimbabwe (POSB) may contact referees of referred projects/clients and /or visit the cited works and bidders' premises as part of the evaluation exercise.
- POSB may invite consultants for interviews or demonstrations of their proposals, capacity, profiles and appreciation of the consultant's understanding of the bank's requirements.
- Only short-listed agencies, who meet the minimum technical criteria mark of 80%, will be invited for presentations and live demonstration sessions.

#### **4. Preparation of Technical Proposals:**

Technical proposals should contain the following documents and information: -

- i. Fully completed and signed Technical Proposal Submission Sheet in this Part.
- i. A detailed methodology for performing the services.
- ii. A detailed workplan, showing timelines, milestones and the input of all key consulting staff.
- iii. CVs of key staff clearly indicating how the consultant meets the eligibility criteria.
- iv. The consultant must attach the following mandatory documents

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- v. Provide a plan showing the input of all key staff and a clear Gantt chart showing the periods of how long each process will take.
- vi. Provide the firm's track record and experience in conducting similar assignments. Submit documentary evidence describing relevant assignments, experience in similar conditions, and staff skills availability.
- vii. Attach a minimum of 3 reference letters with contact information from reputable organizations where job grading and evaluation was conducted within the last 5 years. – **One reference letter must be from a Zimbabwean Bank.**
- viii. Consultants should not be under debarment/blacklist for breach of contract/fraud/corrupt practices on the date of tender submission. A signed statement confirming non-debarment should be included in the proposal.

### 5. Preparation of Financial Proposals:

Financial proposals should contain the following documents and information:

1. The Financial Proposal Submission Sheet in this document.
2. The Breakdown of Contract Price form in this document, showing all costs for the assignment are broken down into fees and reimbursable costs if applicable.

### 6. Basis of Pricing and Payment:

The contract will be a lump sum. Payments will be made on the following basis:

The contract price must be a fixed total lump sum, including all costs required to carry out the Services. The Breakdown of Contract Price may be used only for evaluation purposes and to determine the price for any additional services agreed.

### 7. Number of bids allowed

No Consulting Firm may submit more than one bid, either individually or as a joint venture partner in another bid, except as a subcontractor. A conflict of interest will be deemed to arise if bids are received from more than one Consultancy owned, directly or indirectly, by the same person.

### 8. Clarifications

Clarifications of the request for proposals may be requested in writing by any consulting Firm up to **24 October 2025** and should be sent through [egp.http://egp.praz.org.zw](http://egp.praz.org.zw) or [procurement@posb.co.zw](mailto:procurement@posb.co.zw) marked to the attention of Joslyn Masunda and Gibson Sibanda

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### 9. Validity of Proposals:

The minimum period for which the Consulting Firm's proposal must remain valid for ninety (90) days calculated from the deadline for submission of proposals.

### 10. Bid Prices and discounts

The prices and discounts quoted by the bidder in the bid submission form and in the Price Schedules must conform to the requirements specified in the Price Schedule included in Part 2: Statement of requirements.

### 11. Bid Securing Declaration

The bidder must include a bid securing declaration using the sample form included in Part 2. Any bid not accompanied by a bid securing declaration will be rejected by the procuring entity s non-responsive.

Bid securing declaration of joint venture (JV) must be in the name of the joint venture that submits the bid. If the joint venture has not been legally constituted at the time of bidding, the bid security or bid-securing declaration must be in the names of all intended partners.

### 12. Submission of Proposals:

Proposals should be submitted on the egp platform, no later than the date and time of the deadline below. **Late proposals will be rejected.**

The Procuring Entity reserves the right to extend the proposal submission deadline but will notify all consulting firms who have downloaded proposals of the amended proposal submission deadline.

<b>Date for Submission:</b>	<b>31 October 2025</b>
<b>Time of Submission</b>	<b>10. 00hrs - Zimbabwean Time</b>
<b>Address for submission:</b>	<b>Egp.praz.org.zw</b>

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**The technical and financial proposals should be provided separately in one set of tender documents bearing page numbers, the tender number and description of the tender.**

### **13. Opening of bids**

Bids shall be opened online through the Electronic Government System. The bid opening report shall be shared with all participating bidders on the electronic Government System.

### **14. Withdrawal, amendment or modification of Proposals:**

A Consulting Firm may withdraw, substitute, or modify its Proposals after it has been submitted by sending a written notice, duly signed by an authorized representative. However, no Proposal may be withdrawn, substituted, or modified in the interval between the deadline for submission of Proposals and the expiration of the period of proposal validity specified by the Consulting Firm or any extension thereof.

### **15. Evaluation of Proposals:**

The evaluation of proposals will use the QCBS evaluation methodology as detailed below:

#### **i. Quality and Cost Based Selection (QCBS):**

1. Preliminary examination to confirm that all documents required have been provided, to confirm the eligibility of Consulting Firms and to confirm that the Consulting Firm has accepted all terms and conditions without material deviation or reservation.
2. Technical evaluation to assess the technical quality of proposals against the criteria below, to determine the technical score for each proposal and to determine which proposals reach the minimum technical score given below; and
3. Financial evaluation to determine the financial score of each proposal, to weigh the technical and financial scores and to determine the total score of each proposal.

**Proposals failing at any stage will be eliminated and not considered in subsequent stages.**

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**ii. Technical Evaluation Criteria:**

Proposals will be awarded scores out of the maximum number of points indicated for each of the technical criteria:

- **The minimum technical qualifying score required to pass the technical evaluation is 80%.**
- **Only short-listed consultants, who meet the minimum technical criteria mark of 80%, will be invited for presentations and live demonstration sessions.**
- **The bidder's submission will be assessed against the below thematic criteria.**

<b>Criteria</b>	<b>Weight (%)</b>	<b>Description</b>
1. Relevant Experience	25%	Demonstrated track record in conducting job evaluations for banks/financial institutions. Include references and examples.
2. Methodology & Approach	25%	Soundness of proposed methodology (Paterson/Hay/other), alignment to TSP, stakeholder engagement, and workplan.
3. Qualifications & Expertise of Team	20%	Profiles of key consultants, years of experience, certifications, and expertise in job evaluation and reward.
4. Deliverables & Timelines	10%	Realistic workplan, milestones, and ability to complete within 8–10 weeks.
5. Financial Proposal	20%	Cost-effectiveness, clarity of pricing, and value for money.
<b>Total</b>	<b>100%</b>	

**iii. Financial Criteria:**

*Bidders must clearly provide comprehensive pricing information for the project.*

Financial scores will be determined by awarding **100 points** to the lowest priced proposal and giving all other proposals a score which is proportionate to this.

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Total scores will be determined using a weighting of **80%** for technical proposals and a weighting of **20%** for financial proposals.

**16. Review by the Special Procurement Oversight Committee**

Section 54 of the Act provides for review by the Special Procurement Oversight Committee for certain especially sensitive or especially valuable contracts. *This procurement shall not be reviewed by SPOC.*

**17. Bid Currency:**

Proposals must be priced in United States Dollars

**18. Evaluation Currency**

The currency of evaluation will United States Dollars

**19. Payment Currency**

**The currency of payment will be processed in local currency using willing buyer willing seller rate**

**20. Contract Administration Fees**

**The contract will be valid subject to payment of annual contract administration fees in line with Part V of the Fifth Schedule to the Regulations Payable to PRAZ.**

**21. Recommendation for Award:**

The proposal with the highest total score will be recommended for the award of contract, subject to any negotiations required.

**22. Award of contract:**

Award of the contract will be by placement of a contract in accordance with Part 3 of this Request for Proposals. The proposed award of contract will be by issue of a Notification of Contract Award in terms of section 55 of the Act which will be effective until signature of the contract documents in accordance with Part 3: Contract. Unsuccessful Consulting Firms will receive the Notification of Contract Award and, if they consider they have suffered prejudice from the process, they may, within 14 days of receiving this Notification, submit to the Procuring Entity a Challenge in terms of

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section 73 of the Act, subject to payment of the applicable fee set out in section 44 of and the Third Schedule to the Regulations.

**The contract will only be valid subject to payment of annual contract administration fees in line with Part V of the Fifth Schedule to the Regulations.**

**23. Right to Reject:**

The Procuring Entity reserves the right to accept or reject any proposal or to cancel the procurement process and reject all proposals at any time prior to contract award.

**24. Corrupt Practices:**

The Government of Zimbabwe requires that Procuring Entities, as well as Consulting Firms, observe the highest standard of ethics during the procurement and execution of contracts. In pursuit of this policy:

1. the Procuring Entity will reject a recommendation for award if it determines that the Consulting Firm recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the Contract or been declared ineligible to be awarded a procurement contract under section 99 of the Act; a definition of these terms is found in clause 1.9 of the GCC;
2. the Authority may under Section 72 (6) of the Act impose the debarment sanctions under section 74(1) of the Regulations.
3. in accordance with section 42 of the Regulations, submission of a bid will be deemed to be an undertaking on behalf of the Consulting Firm to accept the responsibilities described in clause 1.1 of the GCC; and
4. Any conflict of interest on the part of the Consulting Firm must be declared.

**Declaration by the Accounting Officer**

I declare that that the procurement is based on neutral and fair technical requirements and bidder qualifications.



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**G. Changunda**

Signed on 2 Oct 2025, 10:15 AM CAT  
**Chief Executive Officer**

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**BID SUBMISSION SHEET**

*{Note to Bidders: Complete this form with all the requested details and submit it as the first page of your Bid. Attach the Price Schedule and Statement of Methodology, Work Plan, and Schedule together with any other documents requested in Part 1. Any variation from the Statement of Requirements should be indicated in the Statement of Methodology, Work Plan, and Schedule, otherwise, you commit to complying fully with these Requirements.*

*Ensure that your Bid is authorized in the signature block below. A signature and authorization on this form will confirm that the terms and conditions of this Bid prevail over any attachments. If your Bid is not authorized, it may be rejected. If the Bidder is a Joint Venture (JV), the Bid must be signed by an authorized representative of the JV on behalf of the JV, and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally authorized representatives.*

*Bidders should mark as "CONFIDENTIAL" information in their Bids which is confidential to their business. This may include proprietary information, trade secrets, or commercial or financially sensitive information}.*

Procurement Reference Number:	
Subject of Procurement:	
Name of Bidder:	
Bidder's Reference Number:	
Date of Bid:	

We offer to perform the services listed in the Statement of Requirements to the indicated specifications and standards, at the prices indicated on the attached Price Schedule and in accordance with the terms and conditions stated in your ing Document referenced above.

We confirm that we meet the eligibility criteria specified in Part 1: Procedures of Bidding.

We declare that we are not debarred from bidding and that the documents we submit are true and correct.

The validity period of our bid is: .....{days } from the date of submission.

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We confirm that the prices quoted in the attached Price Schedule are fixed and firm for the duration of the validity period and will not be subject to revision, variation or adjustment.

**Bid Authorized By:**

<b>Signature</b> .....	<b>Name:</b> .....
<b>Position:</b> .....	<b>Date:</b> .....(DD/MM/YY )
<b>Authorised for and on behalf of:</b>	
<b>Company</b> .....	
<b>Address:</b> .....	
.....	

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***Bid-Securing Declaration***

{The Bidder must fill in this Form in accordance with the instructions indicated, where it has been stated in the Bidding Procedures that a Bid-Securing Declaration is a requirement of bidding}.

Procurement Reference number:

Date: ..... [date (in day, month and year format)]

Bidder's Reference Number:

To: {full name of Procuring Entity}

We, the undersigned, declare that:

We understand that, according to the terms and conditions of your bidding documents, bids must be supported by a Bid-Securing Declaration.

We accept that we may be debarred from bidding for any contract with a Procuring Entity in Zimbabwe for a period to be determined by the Authority, if we are in breach of our obligation(s) under the bidding conditions, because:

- (a) We have withdrawn our Bid during the period of Bid validity; or
- (b) Having been notified of the acceptance of our Bid by the Procuring Entity during the period of bid validity, we fail or refuse to execute the Contract.

We understand this Bid Securing Declaration will expire if we are not the successful Bidder, either when we receive your notification to us of the name of the successful Bidder, or twenty-eight days after the expiration of our Bid, whichever is the earlier.

<b>Signed</b> .....	<b>Name:</b> .....
<b>In capacity:</b> .....	<b>Date:</b> .....(DD/MM/YY) <b>of</b>
<b>Duly authorised for and on behalf of:</b>	
<b>Company</b> .....	
<b>Address:</b> .....	

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**Seal (where  
Corporate  
appropriate)**

*{Note: In case of a Joint Venture, the Bid Securing Declaration must be in the name of all the partners to the Joint Venture that submits the Bid.}*

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**LIST OF SERVICES AND PRICE SCHEDULE**

Procurement Reference Number: \_\_\_\_\_

Consultant's Name: \_\_\_\_\_

Bidder's Reference Number: \_\_\_\_\_

**Note to Bidders: Complete the currency of your quotation and the unit and total rates for each item listed below.**

Currency of Quotation/Contract: \_\_\_\_\_ United States Dollars

Consultants must clearly provide the following pricing information: -

- a) Consultancy fees
- b) Reimbursable costs (if any)

Prices should be net in USD INCLUDING Value added Tax

Item No <sup>1</sup>	Description of Services	Input Quantity	Unit of Measure	Unit Rate		Total Price <sup>2</sup>
1	Provision of job grading and evaluation services	1				
				<b>Other additional costs (if any)</b>		
				<b>VAT</b>		
				<b>Total</b>		

Note 1: Lots and packages should be shown as separate items.

Note 2: Include any additional costs, such as transport, hire, or purchase of equipment to perform the service

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**Appendix A – Proposed Methodology and workplan**

Describe the methodology and workplan you would propose to use in meeting the requirements in the statement of requirements in Part 2.

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**Appendix B: Experience and Qualifications**

Provide background information about the person that is bidding for the contract and any other firm that is associated with this bid. Describe your experience in performing similar consultancy contracts, if so, required by the instructions in Part 1.

Describe any intended transfer of knowledge to consultants and other personnel in Zimbabwe and how this transfer will be achieved.

*{State the methodology and work plan you would propose to complete the required Services, the associated resources, and the schedule for commencement and completion}*

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## PART 2: STATEMENT OF REQUIREMENTS

### SCOPE OF WORK :

### CONSULTANCY FOR JOB GRADING AND EVALUATION EXERCISE

#### 1. Background

POSB is implementing a Transformational Strategic Plan (TSP) covering the period 2025–2027. As part of this process, the Bank seeks to align its organizational structure, job roles, and grading system to support business transformation, digitalization, and efficiency objectives. To achieve this, POSB intends to engage qualified consultants to conduct a comprehensive Job Evaluation exercise based on the revised TSP organization structure and current jobs.

#### 2. Objectives of the Assignment

- To evaluate all jobs in the POSB structure using a recognized and standardized Job Evaluation methodology (e.g., Paterson, Hay, or similar).
- To ensure internal equity and external competitiveness in job grading and compensation.
- To develop an objective framework for career progression, succession planning, and workforce alignment.
- To provide recommendations on job grading, remuneration bands, and organizational design improvements consistent with the TSP.

#### 3. Scope of Work

The consultant will be required to:

1. Review the current organization structure, job descriptions, and existing grading system.
2. Conduct job evaluation interviews and/or workshops with relevant stakeholders.
3. Apply an accepted Job Evaluation methodology (Paterson or equivalent).
4. Analyze and benchmark results against industry best practice and comparable institutions.
5. Recommend revised job grades and salary structures aligned to TSP priorities.

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6. Submit a comprehensive report with findings, recommendations, and implementation roadmap.
7. Facilitate validation sessions with Management, ExCo, and the People, Culture & Governance Committee.
8. Provide capacity-building and knowledge transfer to POSB HR team on the methodology applied.

### **4. Deliverables**

- Inception report with methodology, timelines, and workplan.
- TOR Comparative analysis and benchmarking report.
- Final Job Evaluation report with recommended grades and pay structures.
- Presentation of findings to Executive Committee and Board Committee.
- Training/knowledge transfer session for HR staff.

### **5. Duration of Assignment**

The assignment is expected to be completed within 8–10 weeks from the date of commencement.

### **6. Required Qualifications and Experience**

- Proven track record in conducting job evaluation exercises in the financial services sector.
- Demonstrated experience with recognized job evaluation systems (Paterson, Hay, etc.).
- At least 7 years' experience in human resources consultancy, organizational design, or reward management.
- Experience working with banks or regulated financial institutions will be an added advantage.
- Strong analytical, facilitation, and stakeholder engagement skills.

### **7. Reporting**

The consultant will report to the Human Capital Executive and work closely with the Transformation Office and People, Culture & Governance Committee of the Board.

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