



REQUEST FOR EXPRESSIONS OF INTEREST (EOI)

1. **TITLE:** ENGAGEMENT OF INDIVIDUAL CONSULTANTS (Various Categories)
2. **EOI NUMBER:**EOI/02/2024
3. **PURPOSE OF EOI:** PRE-QUALIFICATION

4. BACKGROUND

The People's Own Savings Bank (POSB) wishes to invite interested and qualified Individual Consultants (IC) to express their interest in providing consultancy services to the Bank under the below categories.

- a) Chief Business Transformation Lead Consultant
- b) Digital & Data Transformation Consultant
- c) Branding & Marketing Consultant
- d) Finance Consultant
- e) Project Management Consultant
- f) People & Culture Transformation Consultant

5. TERMS OF REFERENCE (TORs)

Detailed Terms of Reference (TORs) will be issued to only shortlisted consultants upon signing of Non-Disclosure Agreements (NDAs).

6. PREQUALIFICATION CRITERIA

Prospective Individual Consultant(s) must meet the specified qualifications, key experience, skills and competencies required as detailed on each category.

7. CLARIFICATION

For more information and/ or clarification regarding this request for expression of interest, the prospective consultant may do so in writing on or before 7 January 2025 at 1400hrs and should be directed to the Procurement Management Unit, through this email: procurement@posb.co.zw

Title	Chief Business Transformation Lead	
Nature of Contract	Individual Consultant	
Nature of Job	Full-time	
Duration of Contract	12 months	
Place of Work	Harare	
Qualifications	Key Experience	Skills & Competencies
<ol style="list-style-type: none"> 1. A bachelor's degree in Business Administration, Management, Finance, Engineering, Information Technology (IT), Economics or equivalent 2. A Master's Degree in degree in Management, Strategy, Leadership, Innovation, Technology or equivalent a must. 3. Certifications (Optional but Valuable): <ul style="list-style-type: none"> • Project Management Professional (PMP): • Lean Six Sigma (Green/Black Belt): • Prosci Change Management 	<ol style="list-style-type: none"> 1. Minimum 20 years Working Experience 2. Minimum 15 years Business Strategy Consultancy and implementation 3. Minimum 7 years of Digital Transformation Implementation experience 4. A minimum of 3 business transformation projects successfully implemented. 5. International or Regional Experience in Financial Services Including Fintech's 6. Experience in Data Transformation Strategy and Implementation 7. International Experience in Business Model and Operating Model Transformation. 8. Experience in digital technologies including AI implementation 9. Experience in Customer Experience, Brand Strategy 	<ol style="list-style-type: none"> 1. Executive Leadership 2. Strategic thinking 3. Change management expertise 4. Project Management & Execution 5. Digital transformation 6. Emotional Intelligence 7. Conflict resolution 8. Communication and teamwork

<p>Methodology or ACMP Agile</p> <ul style="list-style-type: none"> Scrum <p>Certification:</p>	10. Organization Design and Culture Change Experience	
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Title	Digital & Data Transformation Consultant	
Nature of Contract	Individual Consultant	
Nature of Job	Full-Time	
Duration of Contract	12 months	
Place of Work	Harare	

Qualifications	Key Experience	Skills & Competencies
<ol style="list-style-type: none"> Bachelor's degree in Business, Information Technology, Data Science, Digital Transformation, or a related field. Master's degree in Data analytics preferable. Certifications in Digital Transformation, Data Analytics, or IT Project Management (e.g., Certified Digital Transformation Officer, Google Data 	<ol style="list-style-type: none"> Minimum 15 years Working Experience Minimum 5 years Digital Transformation experience in a management position Minimum 1 enterprise transformation project from design to implementation Minimum 3 years Bank Service Centre/Branch Management or Operations Experience Experience in Banking, Insurance, investments and Fintech's Experience in implementing Digital Business Models and Operating Models for Banking 	<ol style="list-style-type: none"> Strong knowledge of data management, data governance, and data privacy regulations (e.g., GDPR, CCPA). Proficiency in data visualization tools (e.g., Power BI, Tableau) and reporting software. Strong analytical skills with the ability to interpret complex data and extract actionable insights. Familiarity with digital transformation best practices and emerging technologies in the financial services industry. Strong problem-solving skills and attention to detail. Excellent communication skills, with the ability to convey

<p>Analytics Professional Certificate) will be an advantage</p>	<p>7. Experience in Brand Strategy formulation and implementation</p> <p>8. Experience in Products, Services and customer experience in financial services</p> <p>9. Experience in core systems and technology capabilities design and implementation</p> <p>10. Experience in service centres and digital Omni-channels</p> <p>11. Experience in organization design including organization structure and job profiles</p> <p>12. Experience in processes automation and digitization</p> <p>13. A deep appreciation of AI</p>	<p>technical concepts to non-technical stakeholders.</p> <p>7. Project management skills, including the ability to handle multiple projects and meet deadlines.</p>
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Title	Project Manager	
Nature of Contract	Individual Consultant	
Nature of Job	Full-time	
Duration of Contract	12 months	
Place of Work	Harare	
Qualifications	Key Experience	Skills & Competencies
<p>1. Bachelor's Degree in Business Administration, Information Technology (IT),</p>	<p>1. Minimum of 15 years Working Experience</p> <p>2. Minimum 5 years Project Management of which 3 years are at Leadership Level</p>	<p>1. Knowledge of digital technologies such as cloud computing, big data, artificial intelligence (AI),</p>

<p>Engineering, Computer Science, Management, or other related fields.</p> <p>2. Master's Degree in Business Administration (MBA) with a focus on technology, digital innovation, management or other related fields.</p> <p>3. Certifications (Highly Recommended):</p> <ul style="list-style-type: none"> • Project Management Professional (PMP): • Agile Certification: Certified Scrum Master (CSM), Certified Scrum Product Owner (CSPO), 	<p>3. Minimum of 5 years Enterprise Transformation Implémentation expérience</p> <p>4. Minimum of 3 enterprise transformation projects successfully implemented</p> <p>5. international or Regional Experience in Financial Services, Technology or Telecoms</p> <p>6. Experience in Data Transformation Projects Implementation</p> <p>7. Experience in building Greenfield businesses from idea to Operations</p> <p>8. Experience in digital technologies including AI implementation</p> <p>9. Change Management Experience at a large scale</p>	<p>machine learning (ML), Internet of Things (IoT), and blockchain.</p> <p>2. Familiarity with Enterprise Resource planning (ERP) systems (e.g., SAP, Oracle), customer relationship management (CRM) platforms (e.g., Salesforce), and other digital tools that support business transformation.</p> <p>3. Ability to use data analytics tools (e.g., Power BI, Tableau, Google Analytics) to interpret business data and make informed decisions during the transformation process.</p> <p>4. Understanding the software development lifecycle (SDLC) and how digital tools need to be developed, tested, and integrated within existing systems.</p> <p>5. Strong knowledge of Agile methodologies (e.g., Scrum, Kanban) to</p>
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<ul style="list-style-type: none"> Lean Six Sigma (Green or Black Belt): Digital Transformation Certifications: Change Management Certifications: 		<p>manage iterative and incremental work, especially in fast-paced digital transformation projects.</p> <p>6. Ability to manage and engage multiple stakeholders (e.g., senior executives, IT teams, end-users, external vendors) to align on project goals, requirements, and timelines.</p> <p>projects with the organization's strategy, ensuring that the outcomes of the departments.</p>
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Title	Finance Consultant	
Nature of Contract	Individual Consultant	
Nature of Job	Full-time	
Duration of Contract	12 months	
Place work	Harare	
Qualifications	Key Experience	Skills & Competencies
<ol style="list-style-type: none"> Bachelor's Degree in Finance or Accounting Master's Degree in Finance, Business 	<ol style="list-style-type: none"> Minimum of 15 years' experience Minimum of 5 years' experience working for a consulting firm or as an 	<ol style="list-style-type: none"> Financial Analysis and Reporting: Strong ability to analyse financial statements, statement of financial positions and cash flow to assess the

<p>Administration (MBA), Information Technology, or Digital Transformation.</p> <p>3. Certifications (desirable):</p> <ul style="list-style-type: none"> • Chartered Accountant • CFA (Chartered Financial Analyst) 	<p>independent consultant, particularly in projects related to banking processes, financial management, or operational improvement.</p> <p>3. 2 years' experience working on digital transformation programs.</p> <p>4. Involvement in the implementation of financial technology platforms like Core Banking Systems (CBS), ERP systems, accounting software, or any digital finance tools used in banking.</p> <p>5. Understanding of core banking systems, fintech innovations (e.g., block chain, AI, machine learning), cloud computing, and their integration into existing banking infrastructure.</p> <p>6. Financial Modelling: Ability to build complex financial models to forecast the impacts of digital initiatives</p>	<p>bank's current financial position and ensure stability during the transformation.</p> <p>2. Risk Management: Knowledge of how to manage financial risks during a transformation, including credit, market, operational, and cybersecurity risks.</p> <p>3. Digital Strategy Development: Ability to design and implement a clear digital strategy that aligns with the bank's business goals, helping to drive customer experience, operational efficiency, and scalability.</p> <p>4. Data Analytics and Business Intelligence: Competency in leveraging data analytics to enhance decision-making, customer segmentation, and predictive analytics in banking operations.</p> <p>5. Digital Banking Solutions: Familiarity with online banking platforms, mobile apps, digital wallets, and other digital products to guide the bank's transformation to a customer-centric model.</p>
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	<p>and guide decision-making.</p>	<p>6. Process Re-engineering: Ability to identify and redesign inefficient processes to ensure they are digital-first, automated, and optimized for performance.</p> <p>7. Understanding of Financial Technology (Fintech): Familiarity with the latest fintech trends, such as AI-based credit scoring, payment gateways, robo-advisors, and regtech solutions.</p> <p>8. Report Writing and Documentation: Competence in creating clear reports, proposals, and presentations that explain financial implications, project updates, and results.</p>
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Title	Branding & Marketing Consultant	
Nature of Contract	Individual Consultant	
Nature of Job	Full-Time	
Duration of Contract	12 months	
Place of work	Harare	
Qualifications	Key Experience	Skills and Competencies
1. Bachelor's Degree in Marketing, Business Administration,	1. Minimum of 15 years' Working Experience	1. Project leadership and innovation 2. Communication and teamwork

<p>Communications, or a related field:</p> <p>2. Master's degree in Business Administration with a focus in Marketing or Brand Strategy</p> <p>3. Advanced certifications in digital marketing (e.g., Google Analytics, HubSpot, Facebook Blueprint, SEMrush, etc.) demonstrate proficiency in managing digital tools and strategies.</p>	<p>2. Minimum of 5 years Digital Transformation experience in at a managerial role</p> <p>3. Minimum of 2 enterprise transformation project from design to implementation</p> <p>4. Experience in processes automation and digitization</p> <p>5. Experience in implementing Digital Operating Models for Banks</p> <p>6. Experience in digital capabilities design and implementation</p> <p>7. Solutions Requirements Specifications, Design and Implementation</p> <p>8. Experience in brand rollout</p> <p>9. Extensive Experience in Omni-Channels design, implementation and Operations</p>	<p>3. Digital mind-setting expertise</p> <p>4. Brand Strategy Development</p> <p>5. Customer Journey Mapping</p> <p>6. Cross Functional Collaboration</p> <p>7. A drive for Results</p>
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Title	People & Culture Transformation Consultant
Nature of Contract	Individual Consultant
Nature of Job	Full-time
Duration of Contract	12 months

Place of work	Harare	
Qualifications	Key Experience	Skills and Competencies
<ol style="list-style-type: none"> 1. Bachelor's or Master's Degree in Human Resources, Organizational Development, Business Administration, Psychology, or a related field: 2. Master's degree in Business Management, Strategic Change Management, Business Leadership or equivalent 3. Certifications in HR or People Analytics 4. Certifications in Change Management or Organizational Development: 5. Prosci Change Management Certification 6. Certified Change Management 	<ol style="list-style-type: none"> 8. Minimum of 15 years' Working Experience 9. Minimum of 5 years' experience in Organizational Culture Transformation. 10. 2 years of Digital Transformation experience at a managerial position or as a consultant. 11. At least 1 enterprise transformation project from design to implementation 12. Experience in implementing Digital Business Models for Banks 13. Experience in implementing Digital Business Models and Operating Models for Banks 14. Experience in core technologies design and implementation 15. Experience in Policy and operations digital transformation 	<ol style="list-style-type: none"> 1. Organisational Change Management. 2. Cultural Transformation 3. Workforce Planning and Talent Strategy 4. Project leadership and innovation 5. Communication and teamwork 6. Digital mind-set 7. A drive for Results

Professional (CCMP), or 7. Organization Development (OD) Certification	16. Experience in HR audit, risk and compliance systems	
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7. SUBMISSION OF EXPRESSION OF INTREST.

- a) Prospective Individual Consultant(s) should submit detailed CVs demonstrating how they meet the eligibility criteria electronically in PDF format to the email address below, no later than the date and time of indicated below.
- b) The consultants are required to attached stamped reference letters on the previous client's letterhead where the prospective consultant(s) successfully carried out the relevant projects.
- c) Only projects that are supported by the client's stamped references letters shall be considered and evaluated during pre-qualifications.
- d) Late responses shall be rejected.
- e) **Date of deadline:** 15 January 2025
- f) **Deadline Time:** 1000hrs Zimbabwean Time
- g) **Submission address:** tenders@posb.co.zw
- h) **Means of acceptance:** Electronically through email. The EOI documents should be scanned as a single document bearing the Expressions Of Interest (EOI) number bearing the consultant position on the subject line.