REQUEST FOR PROPOSAL

For

PROVISION OF CONSULTANCY SERVICES FOR AN EXTERNAL INDEPENDENT REVIEW OF HUMAN RESOURCES PRACTICES AT EXIM BANK TANZANIA LIMITED

EB/RFP/004/2026

July 2026

Exim Bank (Tanzania) Limited
Corporate office 1401/05 Exim Tower. Ghana Avenue P.O Box 1431, Dar es Salaam
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1. INVITATION TO BID

Exim Bank Tanzania (the Client) proposes to contract a qualified vendor to perform an External Independent Review of Human Resources Practices at Exim Bank Tanzania Limited. This Request for Proposal (RFP) is to invite proposals for the same. The bid should be submitted to the office of the following and sent electronically on email address adminprocure@eximbank.co.tz.

Head of Administration Exim
Bank (T) Limited Exim Towers,
4th floor
Ghana Avenue, Off Ohio Street,
P. O. Box 1431
Dar es Salaam
Tel: 255 22 2293332

For queries and clarification regarding the RFP, please feel free to contact us on the above - mentioned address or telephone number or email.

The Client reserves the right to change the dates mentioned in the RFP; the changes will be communicated separately.

RFP Issuance Date	16th July 2026
Bid document Availability	adminprocure@eximbank.co.tz
Last date for any queries	23rd July 2026
Last Date and Time for Receipt of Bids at address / email given above	27th July 2026
Date and time of opening of bid Documents	28th July 2026 09:00am
Award of Contract	6th august 2026
Contact Person	Priti Punatar Head of Administration

2. DISCLAIMER

The information contained in this RFP document or information provided subsequently to the bidder(s) or applications whether verbally or in documentary form by or on behalf of Exim Bank Group is provided to the bidder on the terms and conditions set out in this RFP and all other terms and conditions subject to which such information is provided.

The RFP is neither an agreement nor an offer and is only an invitation by Bank to the interested parties for submission of bids. The purpose of this RFP is to provide the bidder with information to assist the formulation of their proposals.

The RFP does not claim to contain all the information each bidder may require. Each bidder should conduct its own investigation and analysis and should check the accuracy, reliability, and completeness of the information in this RFP and where necessary obtain independent advice. Bank makes no representation or warranty and shall incur no liability under any law, statute, rules, or regulation as to the accuracy, reliability, or completeness of this RFP.

The Client may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information in this RFP.

3. INSTRUCTIONS TO BIDDERS

3.1. Background

Exim Bank (Tanzania) Limited, one of the established Banks in Tanzania since August 1997, continues to remain in the forefront of providing quality banking services across all 5 countries where it is present (Tanzania, Uganda, Comoros, Djibouti and representative office in Ethiopia). Over the past 29 years, the Bank has built strong brand equity through its relationship-driven approach and ability to deliver faster turnaround times. This has enabled it to cultivate a robust and loyal customer base while strengthening its position in the market.

As the banking industry continues to evolve through digital transformation, changing workforce demographics, increasing regulatory requirements, new ways of working, and intensified talent competition, Exim Bank recognizes the need to ensure that its Human Resources function remains future-ready and aligned with global best practices. To support its next phase of growth and transformation, the Bank intends to undertake a comprehensive diagnostic assessment and global benchmarking exercise of its Human Resources framework, policies, systems, and practices against leading local, regional, and international financial institutions.

3.2. TERMS OF REFERENCE

3.2.1 Purpose of the Assignment

The purpose of this engagement is to conduct an independent end-to-end review and benchmarking of Exim Bank's Human Resources function and provide strategic recommendations that will enable the Bank to build a world-class people management framework that supports business performance, employee engagement, talent retention, leadership development, and long-term organizational sustainability.

3.2.2 Objective

The objective of this assignment is to:

- Assess the effectiveness of the Bank's current HR policies, processes, systems, and practices.
- Benchmark the Bank against leading local, regional, and international financial institutions.
- Identify gaps, risks, and opportunities for improvement.
- Provide practical and prioritized recommendations to strengthen the Bank's people management practices.
- Develop a clear HR transformation roadmap that supports the Bank's business strategy and future growth.

3.2.3 Scope of Work

The selected firm will evaluate and benchmark the following key pillars:

- **Talent Acquisition & Onboarding:** Efficiency of recruitment cycles, employer branding, and the integration of new hires.
- **Compensation & Benefits:** Alignment of salary scales, bonuses, and non-monetary benefits with regional and global market standards.
- **Performance Management:** Effectiveness of the appraisal system, KPI setting, and the link between performance and rewards.
- **Learning & Development (L&D):** Availability of upskilling programs, leadership pipelines, and digital learning adoption.
- **HR Technology & Analytics:** Evaluation of the Human Resources Information System (HRIS) and the use of data in decision-making.
- **Organizational Design:** Review of reporting lines, spans of control, and workforce planning efficiency.

3.2.4 The successful firm must demonstrate:

- At least 10–15 years of experience in HR consultancy, specifically within the banking or financial services sector.

- Proven experience conducting HR assessments and benchmarking studies within the banking or financial services sector.
- Experience working with large local, regional, or international organizations.
- A multidisciplinary team of experts in local and international labor law, compensation, talent management, organizational design, culture, HR technology, and workforce analytics.

3.3. REQUIREMENTS FOR BIDDERS

Interested firms are required to submit a bid comprising a technical and financial proposal.
The Technical Profile should provide the following information:

- Overall capabilities of the firm.
- Understanding of the assignment.
- Expertise of the team assigned to tasks.
- Proposed methodology
- Key deliverables

In addition to these, the following documents are also requested:

- A letter of commitment from a dedicated Senior/Lead Consultant with overall responsibility for the quality and timeliness of the assignment. This will be the main contact person for formal communication on the assignment between the firm and Exim Bank Tanzania Limited.
- A full disclosure document which provides information about any perceived or actual conflicts of interest arising from current situations or existing client relationships in undertaking the assignment.

The Financial Profile should provide evidence of the Firm's legal registration and financial capability together with an appropriate breakdown of analysis and schedule of fees.

3.4. ASSESSMENT OF BIDS

Exim Bank Tanzania will assess proposals on the basis of the technical and financial criteria indicated above, to ascertain value for money, along with any other specific criteria that may be deemed pertinent during the selection process. The success of the bid will be determined by the ability of the firm to competently execute this assignment; therefore, reputable consultancy and professional firms that are suitably qualified are welcome to apply.

3.5. CONTACT INFORMATION

For any clarifications or questions regarding this RFP, please contact: **procurement@eximbank.co.tz**

3.6. Eligibility Criteria

S/N	Eligibility Criteria	Bidder Remarks Complied Y/N
1	The bidder must be in the HR consulting business for at least 10 years as on the date of this RFP.	
2	The bidder should have team of professionals specialized in HR	
3	Experience in providing HR services to banks or financial institutions within the region.	
4	Legal and regulatory authorization to operate in the Country	

3.7. Technical Evaluation

Evaluation Criteria	Description	Maximum Score
A) Specific experience of the firm		
Experience of the firm	• At least 10 years' experience in HR Services • At least 5 HR assessment assignments with corporate clients in the last 5 years. • HR assessment Experience in Banks and Financial Institutions (at least 2 projects in the last 5 years) *Provide evidence*	30
B) Team Competency		
Quality of Team members	**Lead Consultant** The lead consultant must possess the following: • A minimum academic qualification of a bachelor's degree. • Professional certifications • A minimum of 10 years' experience leading engagements in the areas HR assessment • A proven track record in delivering HR assessment particularly in the banking and financial services sector within the African context, with a strong preference for experience in East Africa. **Support Consultants:** The support consultants must possess the following: • A minimum academic qualification of a university degree. • A minimum of 5 years' experience in HR assessment • Preferably, prior work within the financial services industry. *Provide evidence*	40
C) Work Plan and Methodology		

Assessment of proposal document and technical presentation.	• Planning • Scope of execution • Reporting • Post implementation assurance	30

Non-compliance of any of the criteria will entail to rejection of the offer summarily. Duly authenticated copies of relevant documents / certificates should be submitted as proof in support of the claims made. Exim Bank reserves the right to verify / evaluate the claims made by the Bidder independently. Any decision of Exim Bank in this regard shall be final, conclusive, and binding up on the Bidder.

The technical competence is 70% for the total scope for assignment. Top 3 Bidders scoring 70% or above will be considered for to go to the next stage of commercial evaluation.

3.8. The Bidding Documents

3.8.1. Content of Bidding Document

The scope of work expected, bidding procedures, and contract terms are prescribed in the bidding documents. The Bidding Documents include:

a) Invitation to Bid
b) Disclaimer
c) Instructions for Bidders
d) Bid Forms

The Bidder is expected to examine all instructions, forms, terms, and specifications in the Bidding Document. Failure to furnish all information required in the Bidding Document or to submit a bid not substantially responsive to the bidding document in every respect will be at the risk and may result in the rejection of the Bid.

3.8.2. Clarification of Bidding Document

Bidders, seeking clarifications, queries, questions etc should address it to the nominated point of contact as given below through email or in writing latest up to 4pm on 23rd July 2026

Head of Administration Exim
Bank (T) Limited Exim Towers,
4th floor
Ghana Avenue, Off Ohio Street,
P. O. Box 1431
Dar es Salaam
Tanzania
Tel 255 22 229 3332
adminprocure@eximbank.co.tz

3.8.3. Amendment of Bidding Document

At any time prior to the deadline for submission of bids, the Bank, for any reason, whether, at its own initiative or in respect to a clarification requested by a prospective Bidder, may modify the Bidding Document, by amendment.

Notification of amendments will be sent / emailed to all the Bidders to whom the bid documents are provided.

To allow prospective bidders reasonable time in which to take the amendment into account in preparing their bids, the Bank, at its discretion, may extend the deadline for a reasonable period as decided by the Bank for the submission of the Bids.

3.9. Preparation of Bids

3.9.1. Language of Bid

The bid prepared by the Bidder, as we all as all correspondence and documents related to the Bid exchanged by the Bidder and the Bank and supported documents and printed literature shall be written in English.

3.9.2. Document classification

The bid documents should be prepared submitted in the following classification.

Part I – Technical Proposal
Part II – Price Proposal

The two parts should be in two separate covers each super-scribed with the name of the Project, as well as "Technical Proposal" and "Commercial Proposal" as the case may be.

The bid shall be printed legible ink and shall be signed by the Bidder, or a person or persons duly authorized to bind to the Contract. The persons signing the bids shall initial all pages of the Bids, except for unamended printed literature.

Interlineations, erasures, or overwriting are considered valid only when initialled by the individual signing the Bids. The Bank reserves the right to reject bids not conforming to the above.

3.9.3. Documents Comprising the Bid

Documents comprising the **Technical Proposal Envelope** should contain the following:

1. Supplier Organization and Experience – Format 4.1
2. Banking Experience – Format 4.2
3. Description of approach, methodology and work plan – Format 4.3
4. Staffing Schedule – Format 4.4
5. Resumes – Format 4.5
6. Bid submission cover letter (Technical) – Format 4.6
7. Bid submission cover letter (Price) 4.7
8. Price Schedule – Format 4.8
9. Any other relevant information

Any Technical Proposal not containing the above will be rejected. The Technical Proposal should not contain any price information; such proposal will be rejected.

Documents comprising the **Price Proposal Envelope** should contain:

1) Bid Form (Format 4.7)
2) Price Schedule (Format 4.8)

Price bids containing any deviations will be summarily rejected.

3.9.4. Bid Prices

The prices indicated in the price schedule shall be entered into in the following manner:
The total price quoted must be inclusive of Fees and all other expenses inclusive of all taxes that will be borne by the Bank.

Price quoted in the Price Schedule as per Format 4.9 shall be valid for the contract period and shall not be subject to change.

Prices quoted by the Bidder shall be fixed during the Bidder's performance of the contract and shall not be subject to variation on any account, including exchange rate fluctuations, changes in taxes, duties, levies, charges. A Bid submitted with an adjustable price quotation will be treated as non-responsive and will be rejected.

3.9.5. Bid Currencies

Bids are to be quoted in Tanzania Shillings.

3.9.6. Period of Validity of Bids

Bids shall remain valid for a period of 3 months from the date of the opening of the Bid. A bid valid for a shorter period may be rejected by the Bank as non-responsive.

In exceptional circumstances, the Bank may solicit the Bidder's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.

3.10. Submission of Bids

3.10.1. Sealing and Marking of Bids

The Bidders shall seal the envelopes containing one copy of "Technical Bid" and one of the "Price Bid" separately and the two envelopes shall be enclosed and sealed in an outer envelope. They should additionally submit soft copies of the Technical Specification to the email provided in this RFP.

All envelopes should indicate on the cover the name and address of the Bidder. If the outer envelope is not sealed and marked, the Bank will assume no responsibility for the Bid's misplacement or premature opening.

3.10.2. Deadline for Submission of Bids

Bids must be received by the Bank at the address specified no later than the date and time specified in the Invitation to Bid.

The Bank may, as its discretion, extend this deadline for the submission of Bids by amending the Bid Documents, in which case, all rights and obligations of the Bank and Bidders previously subject to the deadline will thereafter be subject to the revised deadline.

The inner and outer envelopes shall:
Be addressed to the Bank at the address given, and Bear the
Project Name as under:

"Provision of Consultancy Services for an External Independent Review of Human Resources Practices at Exim Bank Tanzania Limited"

All envelopes should indicate on the cover the name and address of the Bidder. If the outer envelope is not sealed and marked, the Bank will assume no responsibility for the Bid's misplacement or premature opening.

3.10.3. Late Bids

Any Bid received after the deadline for submission of Bids prescribed, will be rejected and returned unopened to the Bidder.

3.10.4. Modification and Withdrawal of Bids

The Bidder may modify or withdraw its Bid after the Bid's submission, provided that written notice of the modification, including substitution or withdrawal of the Bids, is received by the Bank, prior to the deadline prescribed for submission of Bids.

The Bidder's modification or withdrawal notice shall be prepared, sealed, marked and dispatched. A withdrawal notice may also be sent by E-mail, but followed by a signed confirmation copy, postmarked, not later than the deadline for submission of Bids. No Bid may be modified after the deadline for submission of Bids.

No Bid may be withdrawn in the interval between the deadline for submission of Bids and the expiration of the period of Bid validity specified by the Bidder on the Bid Form.

3.11. Opening and Evaluation of Bids

3.11.1. Opening of Technical Bids by the Bank

The Bidder's names, bid modifications or withdrawals and such other details as the Bank, at its discretion, may consider appropriate, will be announced at the time of technical Bid opening. No bid shall be rejected at the bid opening, except for late bids, which shall be returned unopened to the Bidder.

Bids (and modifications sent) that are not opened at Bid Opening shall not be considered further for evaluation, irrespective of the circumstances. Withdrawn bids will be returned unopened to the Bidder.

3.11.2. Preliminary Examination

The Bank will examine the Bids to determine whether they are complete, required formats have been furnished, the documents have been properly signed, and the Bids are generally in order.

The Bank may, at its discretion, waive any minor infirmity, non-conformity, or irregularity in a Bid, which does not constitute a material deviation.

Prior to the detailed evaluation, the Bank will determine the responsiveness of each Bid to the Bidding Document. For purposes of these Clauses, a responsive Bid is one, which conforms to all the terms and conditions of the Bidding Document without material deviations. Deviations from, or objections or reservations to critical provisions, such as those concerning, Applicable Law, and Force Majeure will be deemed to be a material deviation.

The Bank's determination of a Bid's responsiveness will be based on the contents of the Bid itself, without recourse to extrinsic evidence.

If a Bid is not responsive, it will be rejected by the Bank and may not subsequently be made responsive by the Bidder by correction of the non-conformity.

3.11.3. Bid Evaluation

The bank will performed detailed evaluation of bids only for those which have passed the preliminary examination.

Bank reserves the right to waive any of the technical specification during technical evaluation if in the Bank's opinion it is found to be minor/deviation or acceptable deviation.

During evaluation of the bids, the Bank, at its discretion, may ask the bidder for clarification of its bid. The request for clarification and the response shall be in writing, and no change in the prices or substance of the Bid shall be sought, offered, or permitted.

3.11.4. Contacting the Bank

No Bidder shall contact the Bank on any matter relating to its bid, from the time of opening of Price Bid to the time the Contract is awarded. Any effort by a Bidder to influence the Bank in its decisions on Bid evaluation, bid comparison or contract award may result in the rejection of the Bidder's bid.

3.12. Award Of Contract

3.12.1. Final Selection

The contract will be awarded to the selected bidder after evaluation of both the technical and commercial bid.

3.12.2. Banks Rights

The Bank reserves the right to accept or reject any bid in part or in full, and to cancel the bidding process and reject all bids at any time prior to contract award, without thereby incurring any liability to the affected bidders or any obligation to inform the affected bidders of the grounds for the Bank's action.

After identification of eligible bidder, Bank will carry out the necessary processes of contract award.

3.12.3. Notification of Award

Prior to expiration of the period of bid validity, the Bank will notify the successful bidder in writing or by e-mail, that its bid has been accepted. The notification of award will constitute the formation of the Contract. Upon notification of award the Bank will promptly notify each unsuccessful bidder.

3.12.4. Signing of Contract

At the same time as the Bank notifies the successful bidder that its' bid has been accepted, the Bank will send the bidder the Contract Form. Within the period of 15 days, the successful shall sign and date the Contract and return to the Bank.

4. FORMS AND TEMPLATES

4.1. Supplier Organization and Experience Form

Worldwide		
1.1	Name of the firm	
1.2	Year of Incorporation	
1.3	No. of Countries present	
1.4	No. of office worldwide	
1.5	Total number of Staffs	
1.6	No. of clients served in last 5 years for scope of similar nature as asked in this RFP	
Tanzania		
1.7	Year of Incorporation	
1.8	Total number of Staffs	
1.9	Total Number of Certified Staffs	
1.10	No. of clients in Tanzania for scope of similar nature as asked in this RFP	

4.2. Banking/Financial Institution Experience Form

Please provide following information for relevant External Independent Review of Human Resources Practices with banks and financial institutions in last 5 years. Specifically highlight work with banks and financial institutions. Use the format below to provide information for which your firm was legally contracted for carrying out External Independent Review of Human Resources Practices assignment. Please note that only those projects whose scope is like the scope mentioned in this project will be considered and counted against experience for checking the eligibility criteria.

1.1	Name of Bank/Financial Institution (Client)	
Relevant Experience (Can be more than one)		
1.2	Description of Project	
1.3	Duration (months) of the Project	
1.4	Start Date	
1.5	End Date	
Other Experience with the Client		
1.6	External Independent Review of Human Resources Practices	
1.7	Any other relevant information	

4.3. Description of approach, methodology and work plan format

consultants are requested to present their approach, methodology in the following three sections:

a) **External Independent Review of Human Resources Practices Approach and Methodology**
In this section, Supplier should explain their understanding of the project and the approach to be followed for carrying out the activities. The Supplier should highlight the problems being addressed and their importance. The Supplier should also explain why the methodology adopted is consistent with the overall objective of the project.

b) **Work plan**
The Supplier should provide the main activities to be carried out in the project with appropriate timelines. The Supplier should also lay out key milestones. The proposed work plan should be consistent with technical approach and methodology.

c) **Team structure and staffing**
The Supplier should propose the structure and composition of the team. It should list the main areas in the project. The key expert involved and proposed project staff.

d) **Any other relevant information**

4.4. Staffing Schedule form

S/N	Name of Staff	Duration and level of involvement

4.5. Resumes Format

Use the format below to provide information on members of the service team.

1.1	Name	
1.2	Current Position	
1.3	Nationality	
1.4	Years in the Firm	
1.5	Education	
1.6	Work Experience	
1.7	Areas of Expertise	
1.8	Relevant work undertaken	
1.9	Role of the staff	
1.10	Professional Certifications	

1) Project Manager: Full time project manager to manage day to day activities, delivery, and work plan.
2) Working Team Member: Full time working team members working with the Project Manager for day-to-day delivery.
3) Expert Panel: Senior people who can be drawn upon as required during the project as required.

4.6. Bid submission cover letter (Technical)

To be included in Technical Proposal Envelope.

Head of Administration
Exim Bank (T) Limited Exim Towers, 4th floor
Ghana Avenue, Off Ohio Street,
P. O. Box 1431
Dar es Salaam
Tanzania

Dear Madam,

Having examined the RFP Document, we, the undersigned, offer our Services for **" Consultancy Services for External Independent Review of Human Resources Practices at Exim Bank Tanzania** " in conformity with the requirements mentioned in said RFP documents.

We undertake, if our bid/ Proposal is accepted, to carry out the work as per the scope of work, deliverables and in accordance with the time frames specified in the RFP document as well as on the payment terms mentioned therein.

We confirm that the information submitted by us in our Bid/Proposal is true and correct. We agree to abide by the Bid/ Proposal and the fees quoted therein.

We hereby acknowledge and unconditionally accept that Exim Bank may on its absolute discretion apply whatever criteria deemed appropriate in short listing and selection of the Suppliers.

We declare that we have not made any alterations/changes whatsoever in the RFP document which is given by the Bank and we are fully aware that in the event of any change, the RFP document maintained at the Bank will be treated as authentic and binding and the Bid Proposal submitted by us will be liable to be rejected by the Bank in the event of any alteration made in the RFP document.

We undertake that, in competing for (and, if the award is made to us, in executing) the above contract, we will strictly observe the laws against fraud and corruption in force in Tanzania.

We understand that you are not bound to accept the lowest, or any other Proposal, you may receive.

Dated this day of _____2025

(Name and Signature) (in the capacity of)

Duly authorized to sign Proposal for and on behalf of _______

4.7. Bid submission cover letter (Price)

To be included in Price Proposal Envelope

Head of Administration
Exim Bank (T) Limited Exim Towers, 4th floor.
Ghana Avenue, Off Ohio Street,
P. O. Box 1431
Dar es Salaam
Tanzania

Having examined the bidding Documents, the receipt of which is hereby duly acknowledged, we, the undersigned, offer to provide Consultancy Services for External Independent Review of Human Resources Practices at Exim Bank Tanzania in conformity with the said bidding documents for the sum of (Total Proposal amount in words and figures)
taxes extra or such other sums as may be ascertained in accordance with the **Schedule of Prices – Format 4.8** attached herewith and made part of this Proposal.

We undertake, if our Proposal is accepted, to deliver the scope defined in this RFP within the required timelines.

We agree to abide by the Proposal and the rates quoted therein for the orders awarded by the Bank.

Until a formal contract is prepared and executed, this Proposal, together with your written acceptance thereof and your notification of award, shall constitute a binding Contract between us.

We undertake that, in competing for (and, if the award is made to us, in executing) the above contract, we will strictly observe the laws against fraud and corruption in force in Tanzania.

We understand that you are not bound to accept the lowest or any Proposal you may receive. Dated this___

day of______2025

(Name and signature) (in the capacity of)

Duly authorized to sign Proposal for and on behalf of ____

4.8. Price Schedule Format

To Be Included in Price Proposal Envelope

Head of Administration
Exim Bank (T) Limited Exim Towers, 4th floor
Ghana Avenue, Off Ohio Street,
P. O. Box 1431
Dar es Salaam
Tanzania
Tel 255 22 229 3332

Dear Madam,

Proposal for the Consultancy Services for External Independent Review of Human Resources Practices at Exim Bank Tanzania

In terms of the above-mentioned RFP document, we submit herewith the commercial bid (fees) for the project proposed by the Bank as Supplier.

No.	Key Components	Amount in Fig	Amt in Words
1			
2			
3			
	Total		

Authorized Signature:

Name:

Designation:

Name of the Firm:

Address:

Office Seal:

Place: Date: