



**Maghreb Bank For Investment and Foreign Trade (BMICE)
Immeuble Lilia, Rue de la Bourse, Les Berges du Lac II, Tunis, 1053, Tunisie**

Request for Information's (RFI's) N°2021/02

Recruitment of an international consulting firm for:

**“Carrying out an Internal Organization Study for Human Resources Optimization”
(Establishment of the organizational model of BMICE)**

**African Development Bank (AfDB) Technical Assistance Project to Support
BMICE's Capacity Building**



**Reference of the financing agreement N°: 5500155013251 dated 02/21/2019
Project Identification Number: P-Z1-HAA-091**

1/ Context

As part of the technical assistance project to support capacity building, the Maghreb Bank for Investment and Foreign Trade (BMICE) received a grant from the African Development Bank (AfDB) on the fund's technical assistance for middle-income countries - FAT-PRI (Project N°: P-Z1-HAA-091, Grant N °: 5500155013251 dated 02/21/2019). BMICE intends to use the resources of this fund to recruit an international consulting firm for "Carrying out an Internal Organization Study for Human Resources Optimization (Establishment of the organizational model of BMICE)".

2. Instance within BMICE issuing the Request for Information's (RFI's)

General Management of BMICE

3. Statement and global objectives of the mission

In order to support the implementation of its new regional economic integration strategy, and consolidate its new economic business model for the period 2022-2026, BMICE intends to set up a new organizational model for the optimizing the performance of its organization and increasing the operational efficiency of its human resources. Indeed, given the constraints and limitations of the current model, the new target organization model seeks to adapt to benchmarks of best practices and organizational forms comparable to those followed by similar multilateral and regional financial institutions.

4. Specific objectives / components of the mission and tasks to be carried out by the consulting firm

Component. 1: Target organization chart and New Model of Organization and Human Resources Management

- Diagnosis of the current state of the internal organization (organization chart, function sheets, sizing of structures, suitability of positions to profiles, etc.).
- Proposal of a new organization chart adapted to the needs of the Bank, and in line with its new 2022-2026 strategy.
- Establishment of a post weighing system.
- Establishment of a REC (Referential of Jobs and Skills) within the Bank.
- Establishment of a GPEC (Forecast Management of Jobs and Skills).

Component. 2: Optimization of the organization for better operational efficiency

- Diagnosis of the current state of the internal organization (organization chart, job descriptions, procedures and processes, etc.).
- State of play of the Bank's procedures and processes.
- Review of procedures and processes in light of the new organization and implementation of missing procedures and processes.
- Process mapping and identification of sensitive processes.
- Definition of interactions and gateways between the Bank's processes.
- Definition of process performance indicators.

Component. 3: Internal regulations governing personnel management

- Reconciliation between the Bank's internal texts and the regulations specific to similar financial institutions.
- Draft new internal staff regulations.
- Revision of employment contract models in light of internal specificities and the Bank's new strategy.
- Human resource's policies: recruitment, remuneration and benefits, etc.

Component. 4: Performance monitoring and evaluation

- Revision of the annual staff performance appraisal system
- Definition of human resource's performance criteria (KPI's)

5. Selection criteria for consulting firms

• BMICE invites interested consultancy firms to apply to provide the services described above. Participation in a joint venture (consortium) is permitted, provided that the lead partner is clearly designated in the deed of consortium, an original copy of which will be included in the offer.

- Interested consulting firms and their proposed key personnel should be from one of the AfDB's "eligible countries". By "eligible countries" we mean: (a) in the case of the African Development Bank and the Nigeria Trust Fund, the member countries of the African Development Bank; and (b) in the case of the African Development Fund, any country.

- The consulting firms must justify proven skills in the realization and implementation of organizational models for international financial organizations, and must produce information on their capacities and experiences demonstrating that they are qualified for the required services (documentation, references of similar services, experience in comparable assignments of 10 years or more).
- References and expertise in supporting regional financial organizations and similar institutions.
- They must justify that they have all the required guarantees, particularly legal and professional, to ensure the performance of this assignment under good conditions.
- Availability and number of qualified personnel with a Master's degree at least in the areas covering the overall and specific objectives of the study.
- CVs of the experts proposed for the performance of the assignment, their diplomas, their experiences / similar references.
- Proven experience in producing relevant international reports related to the same issues of this study.
- Solid knowledge in the field of regional integration, whether it is the Regional Economic Community (REC) of the UMA, or other comparable RECs in Africa and other regions of the world.
- Demonstrate rigorous analytical skills.
- Perfect command of French and English (written and oral) is required.
- Demonstrate an ability to obtain satisfactory results within the allotted time.

- BMICE may also require all documents or signed satisfaction certificates from the entities that have benefited from the services provided, for each reference or expertise mentioned.
- The deliverables of the study must be developed in both languages (French and English) with a synthesis in Arabic.

6 / The eligibility criteria and the establishment of the shortlist will be based on the method of "**Selection Based on the Qualification of the Consultant (SQC)**", and this in accordance with the rules and procedures of the African Development Bank (AfDB) for the use of consultants, and its procurement policy documents, which are available on the Bank's website at: <http://www.afdb.org>.

7 / Interested consulting firms may also obtain additional information, including the terms of reference, by e-mail or at the address mentioned below during the following Bank opening hours (Monday to Friday from 08h00 to 17h30: Tunis -Tunisia time)

8 / Expressions of interest must be submitted in hard copy or by e-mail to the address mentioned below or by e-mail, no later than **October 5, 2021 at 5.30 PM** (Tunis-Tunisia time), and expressly bear the mention "**Technical assistance project to support the capacity building of the Maghreb Bank for Investment and Foreign Trade (BMICE) - Component: Carrying out of an internal organization study for the optimization of human resources (Establishment of the organizational model of BMICE)**":

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