



RESERVE BANK OF MALAWI

ADVERTISING

TERMS OF REFERENCE FOR BUSINESS PROCESS REENGINEERING

EXERCISE

1.0 Introduction

The Reserve Bank of Malawi (the Bank) seeks to engage the services of a consultant to undertake Business Process Reengineering (BPR) with the aim of optimising its processes to ensure that they are best suited to the achievement of the strategic goals highlighted in its Strategic Plan.

This is in recognition of the fact that the Bank's strategic context has been changing over the years. For instance, there have been changes in the monetary policy framework, and adoption of a liberalised exchange rate regime. In addition, the Bank has invested massively in modern technology, undergone several Job Evaluation and Restructuring Exercises, and implemented a revised Performance Management System.

The above developments have implied the need for review of processes so that they are in tandem with new strategic expectations. In this regard, the consultant shall be expected to review current processes and ensure that only required processes are incorporated/retained and that they are aptly designed, organised and grouped. On the basis of the new processes, the consultant shall

be expected to come up with corporate and departmental structures bearing appropriately evaluated jobs and optimal staff establishment. The Consultant shall also be expected to put in place an implementation plan for the new processes and the attendant change management programme(s) to ensure acceptance and success of the intervention.

2.0 Specific Terms of Reference

The specific Terms of Reference (TORs) for the consultancy are as follows:

- 1) Establish and document all the “**As is**” processes in the Bank with the assistance of various process owners and other relevant stakeholders.
- 2) Analyse the “**As is**” processes of the Bank on the basis of its mandate and strategic context and determine gaps in terms of suitability, best practice, efficiency and effectiveness, and other relevant factors.
- 3) In consultation with relevant stakeholders in the Bank, and based on appropriate benchmarking, efficiency considerations, and other acceptable basis, establish a portfolio of “**To be/Should be**” processes for the Bank and provide specific justification for the proposed processes, as well as simulations of how the processes would work in practice.
- 4) Undertake/facilitate the relevant training of members of staff on any aspect of the exercise e.g. process documentation or process analysis.
- 5) Design and implement an appropriate Change Management strategy that would run parallel to the BPR exercise enabling smooth implementation of the intervention.
- 6) Make recommendation on the structure and reporting lines in the Bank.
- 7) Facilitating the grading of jobs.

3.0 Modus Operandi of the Consultancy

- 1) Reporting to the Director, Human Resources, the consultant shall be expected to work with committees that shall be set up by the Bank and other staff that shall be identified.
- 2) The consultant in liaison with relevant stakeholders from the Bank shall come up with a step-by-step project implementation plan with specific milestones that shall form a basis for reporting to the Bank.
- 3) The consultant team shall be expected to report periodically the achievement of milestones.

4.0 Invitation of bids

The Bank now invites consultants to indicate their interest in conducting this consultancy. Interested firms should provide information demonstration that they have the required qualification and relevant experience in conducting such consultancies.

A complete set of Bidding Documents may be purchased by interested bidders from the address shown below in 6 (b) and upon payment of a non-refundable fee of **MK5,000.00** between 8:00 am to 11:00 am from Monday to Friday

except on public holidays. The method of payment will be cash or bank certified cheque.

The information required from those interested, which are also the short listing criteria, must among other things include the following:

- a) A brief methodology for performing the services which should specify any instruments to be used.
- b) A work plan, showing the inputs of all staff and where possible specifying the point at which particular TORs shall be achieved.
- c) Team Leader should have Master's Degree in Organisation Development/ Business Administration / Strategic Management / Human Resources Management with at least 10 years of demonstrable experience in undertaking Business Process Reengineering exercise.
- d) Team members should have a minimum Master's Degree in Organisation Development / Business Administration / Strategic Management / Human Resources Management / Management Information Systems with 7 years of experience in Business Process Reengineering / Organisation Review or Restructuring / Auditing / Change Management / Project Management.

5.0 Selection of the Consultant

The Consultant will be selected in accordance with the selection of consultants procedures set out in the Malawi Government Public Procurement Act, 2003.

6.0 Submission of Bids

Bids clearly indicated '**Business Process Reengineering**', should be delivered in sealed envelopes to the address shown below in 6 (a) on or before **2 April, 2015** at **15:00 Hours**. Bids will be opened in the presence of the bidders' representatives who may choose to attend at the address shown in 6 (c) below on **2 April, 2015** at **15:15 Hours**.

6 (a) Address for submission of bids:

The Chairperson,
RBM Internal Procurement Committee,
P.O Box 30063,
Lilongwe,
Malawi.

Or

Should be deposited in a Tender Box marked; "***Business Process Reengineering***," placed at the Bank's Business Reception at the Head Office in Lilongwe.

6 (b) Address for inspection, payment and collection of tender documents:

The Reserve Bank of Malawi
Convention Drive
Business Reception
Lilongwe

6 (c) Address for opening of bids:

The Reserve Bank of Malawi
Convention Drive
Floor 5, Auditorium
Lilongwe
Malawi