



TERMS OR REFERENCE FOR FORMULATION OF A CORPORATE STRATEGY (2025-2029)

1.0 THE AUTHORITY

The Zambezi River Authority (ZRA) is a corporate body established in 1987 through the Acts No.17 and 19 of the Republics of Zambia and Zimbabwe, respectively and jointly owned by the two governments. The Authority is mandated with the management of the Kariba Dam Complex and the stretch of the Zambezi River (from Kazungula to Kanyemba) forming a common border between Zambia and Zimbabwe.

2.0 OBJECTIVES OF THE ASSIGNMENT

The Main objectives of the assignment are:

- 2.1 To lead the Authority's process of formulating the Corporate Strategy for the period 2025 to 2029 through facilitation of Planning workshops.
- 2.2 To document the agreed draft Corporate Strategy in an acceptable format.
- 2.3 To present the draft Corporate Strategy to Executive Management and the Board.
- 2.4 To produce the corporate strategy document.

3.0 SCOPE OF THE CONSULTANCY SERVICES

The Consultant will be required to carry out the following and any associated activities:

- 3.1 Independent stakeholder consultations in Lusaka, Zambia and in Harare Zimbabwe.
- 3.2 Facilitate a stakeholder workshop to be held in Victoria Falls, Zimbabwe.
- 3.3 Critically review the Authority's Vision, Mission and Value statements.
- 3.4 Review the Authority's Corporate Goals and Strategic Objectives.

- 3.5 Formulate the the Corporate Strategy taking into consideration that the Authority adopted the Integrated Results Based Management (IRBM) System for its Strategic Performance management.
- 3.6 Produce the draft and final versions of the Corporate Strategy.
- 3.7 Develop a Corporate Strategy Monitoring and Evaluation tool.
- 3.8 Present the final Corporate Strategy to the Executive Management and Board of Directors.

4.0 THE DURATION OF THE ASSIGNMENT AND LEVEL OF EFFORT

The assignment is expected to last for **approximately up to 60 (one person) working days**. However, Consultants should make their own assessment for the time required. In any case, the assignment should be completed by 30th October 2024 to enable implementation by 1st January 2025.

5.0 QUALIFICATION OF THE FIRM AND EXPERIENCE OF KEY EXPERTS

a) Firm Experience

The firm must be in the business of consultancy in the formulation of corporate strategy for corporate organization. The Consultant must be a local firm registered in Zambia and owned by Zambia nationals with a minimum of ten (10) years relevant experience in consultancy. The firm must have Specific experience demonstrating at least three (3) corporate strategy assignments awarded and completed in the last 7 years. The Firm must have specific experience in the formulation of at least one (1) corporate strategy for companies in the same business sector (Government owned organizations) as the Authority in the last 5 years and experience relating to corporate strategy for binational companies will be an added advantage. Past experience in similar project must clearly state the description of the assignment, contact persons, phone numbers, start and end date/year of the assignments (s) and the contract value.

b) Key professional staff qualifications and experience for the assignment.

i) Corporate Strategy Expert

This role requires an individual with strong leadership, management and communication skills who understands governance and corporate strategy.

He/she should be a holder of an Undergraduate degree and an Advanced degree in Business leadership/ Strategic Management from a recognized University attained at least 10 years ago. PhD in the relevant field will be an added advantage. He/she must have at least 15 years post graduate relevant experience and at least two (2) corporate

strategy assignments for a company similar or bigger than the Authority in terms of structure and size during the past 5 years.

ii) Associate Corporate Strategy Consultant

This role requires an individual with communication skills and good understanding of corporate strategy. He/she should be a holder of an Advanced degree in Business leadership/ Strategic Management attained at least 5 years ago and at least 10 years relevant experience. He/she must have done at least one (1) corporate strategy assignment for a company similar or bigger than the Authority during the past 5 years.

6.0 LOCATION OF THE CONSULTANCY SERVICES

The location of the consultancy is Lusaka, Zambia with expected travel to Siavonga and Kariba as and when required.

7.0 CONSULTANCY FEES

The Consultant will be paid professional fees based on the negotiated financial proposal.

8.0 REIMBURSABLES COSTS

- (a) Materials for use during workshops and execution of assignment and refreshments during travelling will be for the Consultants and included in Financial proposal.
- (b) Transport: Consultant shall use own transport paid by the Authority at AA Rates. Consultant must not include in the financial proposal.
- (c) Accommodation and food (Bed, Breakfast, Lunch and Dinner): The Authority shall pay directly to service providers. Consultant must not include in the financial proposal.
- (d) Venue hire costs shall be paid by the Authority including note books, pens, internet, and projectors.

9.0 SERVICES AND FACILITIES

a) Documentation

The Authority shall provide the winning bidder with documents, where available, that may be required for the performance of the services, including the following.

- The 2020 to 2024 Corporate Strategy
- IRBM Manual

a) Equipment and Tools

All equipment and tools needed to undertake the assignment shall be provided by the Consultant.

b) **Office space and facilities**

The Consultant shall provide own office facilities, for the execution of the services.