

ZAMBEZI RIVER AUTHORITY

Terms of Reference

JOB EVALUATION EXERCISE IN THE AUTHORITY

1.0 THE AUTHORITY

The Zambezi River Authority (Authority) was established as a body corporate on 1st October 1987 by parallel legislation in the Parliaments of Zambia and Zimbabwe following the reconstitution of the Central African Power Corporation under the Zambezi River Authority Acts (Chapters 467 and 20:23 respectively). The Authority is jointly owned by the Governments of the Republics of Zambia and Zimbabwe in equal proportions and is mandated with the management of the Kariba Complex and the stretch of the Zambezi River (from Kazungula to Luangwa in Zambia and Kazungula to Kanyemba in Zimbabwe) which forms part of a common border between the two Contracting States.

2.0 BACKGROUND

The Authority has an approved employee establishment of 183 and operates in two (2) different countries namely Zambia and Zimbabwe, (“ Contracting States”) and at three (3) locations namely Lusaka in Zambia, Kariba and Harare in Zimbabwe in addition to thirteen (13) Telemetry Gauging Stations.

The Authority has in place a five (5) year Corporate Strategy for the period 2020 to 2024. In so far as the execution of the Corporate Strategy is concerned, the Authority has taken into account Performance Management Key Result Areas which constitute critical components in Corporate Strategy formulation and implementation. One of the Key Result Areas is Performance Management which focuses on organisational performance. This Key Result Area can only be achieved through having competent, committed, and motivated employees. In this regard, the Authority is desirous of ensuring that employees are rewarded in a fair, equitable and consistent manner for the work they do and ensuring that the principles of equal pay for work of equal value are adhered to. Further, the Authority is alive to the fact that job standards in respect of job specifications are required to be reviewed from time to time in keeping with best current trends and best practices in the business world.

The Authority last conducted a job evaluation exercise in 2013 which led to the review of the organisational structure and implementation of new grading and pay structures in 2014. The Authority’s policy on Job Evaluation provides for

conducting job evaluation exercises every five years or as and when the need to do so arises.

3.0 SCOPE AND OBJECTIVE OF THE ASSIGNMENT

3.1 Scope of the Assignment

The scope of the assignment include a review the Authority's organizational structure and assess its adequacy in supporting the execution of the Authority's mandate taking into account the previous Corporate Strategy; 2014 – 2019, the current corporate strategy; 2020 – 2024 and the future corporate strategy aspirations.

3.2 Objectives of the Assignment

- a) To review and update the current positions in the Authority and recommend new competencies and skills so as to ensure that the same adequately support the execution of the Corporate Strategy;
- b) To determine the size/weight of each position in relation to all positions in the Authority;
- c) To determine positions that could be considered for merging and those that could be superfluous to the Authority's organizational structure, if any; and
- d) To determine positions that could require to be established under the Authority organizational structure to align same to the Corporate Strategy, if any.

4.0 SPECIFIC OBJECTIVES OF THE ASSIGNMENT

The Consultant will be required to undertake the following initiatives during the job evaluation exercise:

- a) Conduct job analysis for all positions in the Authority;
- b) Develop job profiles for all positions in the Authority;
- c) Develop a Job Evaluation Manual to be used for conducting the job evaluation exercise;
- d) Capacitate selected employees to work with the consultant during the job evaluation exercise and to be able to continue conducting job evaluation exercises in future as and when the need to do so arises;
- e) Conduct a job evaluation exercise for all positions in the Authority;
- f) Develop a Job Evaluation Correlation Matrix indicating job evaluation points, job evaluation points range, decision making level, skills (experience) level and knowledge level covering all positions;

- g) Review the Grading Structure;
- h) Align the Grading Structure to the Authority's Pay Structure;
- i) Recommend an appropriate organisational structure to support the execution of the Corporate Strategy;
- j) Develop an Appeals Procedures Manual in respect of the job evaluation exercise; and
- k) Develop an Implementation Strategy in respect of the outcome of the job evaluation exercise.

5.0 CONSULTANT'S DELIVERABLES

No	Deliverables	Timelines
1.	Inception Report	Submit an Inception Report ten (10) working days from commencement of the provision of services. The Report must detail the approach and time lines to address issues raised in the specific objectives
2.	Job Analysis Questionnaires	Submit duly completed Job Analysis Questionnaires for all positions ten (10) working days after submission of the Inception Report
3.	Job Profiles	Submit Job Profiles for all positions five (5) working days from submission of Job Analysis Questionnaires
4.	Job Evaluation Manual	Submit a Job Evaluation Manual five (5) working days after submission of Inception Report.
5.	Training of selected employees	Ten (10) working days The number of trainings and training days (training schedule) must be detailed in the technical proposal.
6.	Job Evaluation Exercise	Eight (8) working days
7.	Job Evaluation Correlation Matrix	Two (2) working days after conducting the Job Evaluation Exercise
8.	Grading Structure and Pay Structure	Two (2) working days after submission of the Job Evaluation Correlation Matrix
9.	Organisational Structure	Two (2) working days after submission of Grading Structure and Pay Structure.
10.	Appeals Procedures Manual	Two (2) working days after submission of Grading Structure and Pay Structure.

11.	Implementation Strategy	Three (3) working days after submission of the Appeals Procedures Manual.
12.	Progress Reports (Covering all milestones for the period under review)	Every three (3) weeks after submission of the Final Inception Report.
13	Project Completion Draft Report (Covering all milestones for the period of the project and indicating the cost implications regarding the implementation of the outcome of the job evaluation exercise)	Five (5) working days after submission of the Appeals Procedures Manual. The Authority to avail feedback within seven (7) working days after receiving the Report and call for a meeting with the Consultant.
14	Submission of Final Report	Five (5) working days after holding the meeting with the Consultant.

6.0 Timeframe

The Consultant shall perform the tasks indicated in 5.0 above over a maximum period of sixty (60) working days.

7.0 DATA TO BE PROVIDED BY THE AUTHORITY

- a) Zambezi River Authority Acts
- b) Terms and Conditions of Service By-Laws
- c) The Authority's Corporate Strategy 2014 - 2019
- d) The Authority's Corporate Strategy 2020-2024
- e) Corporate and Departmental Annual Work Plans for the period 2022 and 2023
- f) Organisational Structure
- g) Grading and Pay Structures
- h) Decision making, skill & knowledge levels matrix; and
- i) Job Descriptions for all positions.

8.0 LOCATION OF THE CONSULTANCY

The location of the Consultancy is Lusaka while job analysis may be undertaken physically in Kariba, Zimbabwe as well.

9.0 QUALIFICATIONS OF THE FIRM AND EXPERTS

(a) Firm Experience

The firm shall be in the business of providing human resource management consulting services and shall have specific experience in conducting Job Evaluation exercises for parastatals/Government entities during the last seven (7) years. The firm should have at least fifteen (15) years' experience in the provision of consultancy services of similar nature and must have successfully conducted at least two (2) assignments in the last seven (7) years in Zambia or Zimbabwe.

(b) Key Experts Qualifications, Experience and Competences

i) Lead Consultant

- a) Must have a Masters Degree in Social Sciences with a bias in Human Resource Management.;
- b) At least ten (15) years of post graduate relevant experience of which five (5) years should be in senior positions in a reputable consultancy firm;
- c) A minimum of three (3) similar assignments in the last seven (7) years in Zambia or Zimbabwe.
- d) Solid management experience in different contexts; and/or management consultancy experience.
- e) Experience in human resource management and organizational development (OD) theory, methodology and practices.
- f) Excellent analytical skills and ability to understand and make logical and clear conclusions and recommendations from difficult situations.

ii) Senior Human Resource Consultant

- a) Must have a Master's Degree in Social Sciences with a bias in Human Resource Management.
- b) At least ten (10) years of post graduate relevant experience.
- g) At least a minimum of two (2) similar assignments in the last seven (7) years in Zambia or Zimbabwe.
- c) Good analytical skills
- d) Experience in human resource management and organizational development.

iii) Human Resource Consultant

- a) Must have a Degree in Social Sciences with a bias in Human Resource Management
- b) At least ten (10) years of post graduate relevant experience.
- h) At least a minimum of one (1) similar assignment in the last seven (7) years in Zambia or Zimbabwe.
- c) Good analytical skills

10.0 SERVICES AND FACILITIES

a) Documentation

The Authority shall provide documents, where available, that may be required for the provision of the services.

b) Equipment and Tools

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

c) Office space and facilities

The Authority shall provide office facilities for the provision of the services for purposes on conducting the assignment in Lusaka and Kariba. Should there be costs relating to workshops venues and logistics, the Authority shall bear those costs. .

d) Cost of accommodation and travel in Zambia for training workshop

There may be two (2) training workshops for a maximum of 10 working days and costs of accommodation and travel shall be treated as follows;

Transport: The Consultant shall use own transport to be reimbursed at AA rates by the Authority.

Accommodation: Authority shall bear cost of accommodation during workshops for a **maximum of two (2)** Consultants.

This costs of transport and accommodation for conducting training workshops must not be included in the financial proposal.