ADDENDUM NO. 2

ITB NO. ZRA/CSD/05/2026 - PROCUREMENT OF A CONSULTANT FOR THE IMPLEMENTATION OF ENTERPRISE GOVERNANCE OF INFORMATION TECHNOLOGY SYSTEM BASED ON COBIT 19 FRAMEWORK AT THE ZAMBEZI RIVER AUTHORITY.

This document is issued in accordance with RFP Clause 13.1.1 of the Instructions to Consultants and forms an integral part of the Request for Proposal.

Background and Justification

The Client received a request for clarifications from one of the participating bidders with regards to the RFP for Corbit 19 implementation.

In accordance with RFP Clause 13.1 and 13.1.1, responses to requests for clarification are hereby issued in the table below to all prospective Consultants to ensure equal access to information.

Amendments to Section 6.4(ii) – Terms of Reference

Throughout the Request for Proposal document, replace the RFP reference number with "**ZRA-CSD-05-26"**.

Clarifications: -

Below are responses to requests for clarifications received from one of the participating consultants.

No.	Clarification requested	Clarification requested	ZRA response to bidders
1	**RFP reference on envelopes, forms and Power of Attorney**	The Letter of Invitation gives RFP No. ZRA-CSD-05-26, the newspaper advertisement gives ZRA/CSD/06/2026, and the Power of Attorney template refers to ZRA/HR/01/25. Please confirm which reference should appear on the envelopes, forms and Power of Attorney.	Use **ZRA-CSD-05-26**, the reference on the RFP cover and Letter of Invitation, on all envelopes, forms and the Power of Attorney.

2	**Director signature, witnessing, supporting documents and notarisation**	The Power of Attorney template in Section 3 requires an authorised signature and a witness, with an ID copy, Certificate of Incorporation or Board Resolution attached. Please confirm that a Power of Attorney signed by the Consultant's Director and witnessed in this way is sufficient. Alternatively, must it be notarised, or signed or certified before a solicitor or commissioner of oaths?	A director with authority to bind the firm may execute the written Power of Attorney. If using the supplied template, complete its witness block and attach supporting evidence as applicable. The RFP specifies no notarization, solicitor certification or commissioner of oaths requirement. Joint ventures must comply with ITC 17.2.1.
3	**Hand delivery by agent or courier to Lusaka or Harare**	Data Sheet clause 17.1 requires proposals to be submitted by hand as physical copies, while ITC 17.1 also refers to submission by mail. Please confirm that delivery by courier, or by hand by an authorised agent on the Consultant's behalf, to either Lusaka or the Harare address is acceptable.	Deliver sealed physical proposals by agent/courier or hand delivery by 16:00 CAT on 01 December 2026 to either Kariba House, 32 Cha Cha Cha Road, Registry Office, 5th Floor, Lusaka, or Club Chambers, 4th Floor, corner of 3rd Street and Nelson Mandela Avenue, Harare. Submit one original, three copies and a USB soft copy for each proposal, in its separate sealed inner envelope. **Electronic submission is unavailable or not allowed.**
4	**Evidence behind each TECH-6 CV and page limits**	May bidders attach supporting evidence, such as copies of certificates and employer reference letters, behind each TECH-6 CV? Is there a page limit for the Technical Proposal or for the CVs?	Attach copies of qualifications and credentials with the relevant TECH-6 CV. Relevant employer reference letters may be included as supporting evidence, subject to the verification approach in response 6. Use the prescribed Full Technical Proposal and CV forms. There is no overall Technical Proposal or TECH-6 CV page limit.
5	**Meaning and evidence for Accredited COBIT**	Evaluation criterion 1 awards 4 marks for "Accredited COBIT Implementor". Please clarify what this term means and what	The firm should have an experience in implementing COBIT through individuals holding COBIT Design &

	Implementor	evidence the Authority will accept.	Implementation Certificates and show evidence that the organization is accredited to carry out cobit implementations
6	**Confidential assignments and employer references for individual experts**	Section 7, 9(a) confirms that experience gained by Key Experts through other firms may be claimed in their CVs. Many such assignments were for regulated financial institutions and government bodies under confidentiality obligations. The clients can be named and described in confidence for the evaluation but cannot be asked to provide references. Will the Authority accept such assignments when they are supported by the expert's signed CV declaration and by reference letters from the expert's employers?	Experts may claim work performed through other firms in their signed TECH-6 CVs. Identify the client, sector, duration, scope, personal role and outputs. The signed CV will suffice where a client reference cannot be obtained. However, the authority reserves the right to conduct a reference check. It is worthwhile noting that the Authority is not asking for deeper details but would want confirmation of having carried out the assignment to avoid bidders from just stating organizations without supporting proof. The Authority is also a government institution owned by the governments of Zambia and Zimbabwe and information gathered is solely for purposes of evaluation.
7	**Lead and Support Consultant experience thresholds for scoring**	Section 7, 9(b) sets experience benchmarks of 15 years (Lead Consultant) and 10 years (Support Consultants), while the evaluation criteria use at least 10 and at least 8 years. Please confirm which figures apply for scoring.	The experience in the evaluation criteria applies.
8	**Additional Key Experts, individual scoring and shared credentials**	The assignment combines COBIT implementation, an ISO/IEC 27001 ISMS, a security and infrastructure review, a digital transformation strategy and accredited certification training, all within four months.	The RFP scores KE-1 Team Leader at 30 marks and two Support Consultants, KE-2 and KE-3, at 15 marks each. Each support position is assessed individually. TECH-6 provides for Non-Key Experts to support

		To cover this breadth with the most qualified expert leading each area, and to accelerate the Authority's progress towards its target maturity, may bidders propose more than three Key Experts, for example a third Support Consultant? If so, please confirm how additional Key Experts will be evaluated, so that a broader team is not disadvantaged: for example, whether all Support Consultants are scored against the Support Consultant criteria with the 30 points awarded on the basis of the highest-rated experts, or whether the Support Consultants' qualifications are assessed collectively. Alternatively, may the credentials required of one Support Consultant position (for example, COBIT implementation and ISO/IEC 27001 Lead Implementer) be met jointly by two experts with complementary qualifications?	delivery. Consultants may propose more staff they deem fit for execution of the work, however only three will be evaluated.
9	**Technical evaluation timetable, notifications and financial opening**	Could the Authority indicate the expected timetable for completing the technical evaluation, notifying Consultants of their technical scores, and opening the Financial Proposals (ITC 23.1 and 23.2)?	The technical opening is scheduled for 1 December 2026 at 16:00 CAT at the listed offices. Financial opening follows technical evaluation and notice under ITC 23.1. Only proposals scoring at least 75% proceed to financial opening. ZRA will notify unsuccessful consultants of their scores and qualifying consultants of the opening date, time and place under ITC 23.1. The above processes upto award should be completed within the validity period of 90 days from tender closing date.

10	**Presentations, interviews and virtual participation**	Will shortlisted Consultants be invited to present their proposals, or will the Key Experts be interviewed? If so, may experts take part virtually?	No, Evaluation of proposals will be based solely on submitted proposals.
11	**Certification courses and repeat nominations**	Section 6.4 (ii) and (iii) list COBIT Design & Implementation for five and for three ICT staff, while Deliverable 6 lists COBIT Foundation for five staff and Design & Implementation for three. Please confirm the intended training and certification. May the same members of staff be nominated for more than one course?	The bidders will provide the costs for attaining those certifications. The Authority will assign the individuals to be trained in those areas
12	**Awareness audiences, participant numbers, sites and remote delivery**	To plan the awareness and capacity-building Programme (Deliverable 5), could the Authority indicate the approximate number of participants in each group (Board members, executives, operational managers, process teams and end users) and their locations (Lusaka, Harare, Kariba, other sites)? Is remote delivery acceptable for some groups?	The number is Number 50 in total. Board members -six and two independent members from the Audit Committee plus support staff Executive -six plus 4 support staff Operational Managers-Thirty (30). Training will be carried out offsite from offices, Livingstone and Victoria Falls. The main training will be onsite, but some members will join remotely.
13	**Online examination or accredited test centre**	Does the Authority prefer certification exams to be taken by online proctoring from its premises, or at an accredited test center? If at a test center, in which city?	At an accredited test Centre in Johannesburg.
14	**Acceptance of training, exam results, nominations and study time**	As examination results depend on each candidate's own preparation, please confirm that Deliverable 6 is met by delivering accredited training, exam preparation and exam registration for the eleven	The Authority will nominate the candidates. The bidder should facilitate training materials, attendance for the courses and actual training vouchers.

		places, and that its acceptance does not depend on examination results. Will the Authority nominate the candidates and release them for protected study time?	
15	**Prior maturity assessment, level and availability**	Deliverable 2 sets a target of at least maturity level 3. Has the Authority carried out any previous IT governance, COBIT or maturity assessment, and if so, what was the assessed level and will the results be shared?	No formal assessment has been carried out to date.
16	**Number of priority objectives to design and pilot**	How many COBIT governance and management objectives does the Authority expect to be designed and piloted within the four months, and will the selection be agreed with the Authority during the assignment?	The consultant is to analyze and select relevant COBIT 2019 governance and management objectives based on ZRA's goals, risk appetite and operating context, then tailor them and assist implementation. No fixed number of objectives or pilots is specified.
17	**ICT policy, standards and procedure inventory**	How many ICT policies, standards and procedures does the Authority currently have, and could a list be shared? This will allow the policy refresh under Deliverable 2 to be planned accurately.	ZRA will share its ICT policies and procedures with the successful firm. Deliverable 2 requires updates or new ICT policies, plans and procedures as needed to align with COBIT.
18	**GRC or ITSM licences, tools and configuration**	Does the Authority expect the Consultant to supply or configure any software, such as a governance, risk and compliance (GRC) platform, or are documented frameworks, templates and Office-based tools acceptable? Does the Authority already use GRC or IT service management tools that the work should build on?	The Authority doesn't have GRC software and expected to utilize SAP GRC but this has not been implemented as yet .Documented frameworks will be acceptable
19	**ICT organization chart, job descriptions and skills framework**	Does the Authority have a current ICT organization structure, job descriptions or skills framework, and could these be shared with the successful consultant?	The ICT organizational chart will be shared with the successful bidder.
20	**Organizational ISO/IEC 27001 certification**	Is ISO 27001 certification itself expected within the four-month contract, or certification	The bidder will need to present a detailed Gantt chart for the implementation

	timing and audit fees	readiness with the certification audit to follow? Are the accredited certification body's audit fees to be included in the consultant's lump sum, or paid directly by the Authority?	of the same issues .The four months is a guideline and bidders can propose a more realistic timeline. Audit fees need to be included in the lump sum.
21	**Existing ISMS, documentation, gap assessment and audit**	Where is the Authority on its ISO/IEC 27001 journey? For example, is there an existing ISMS scope, information security policy, risk register or Statement of Applicability, and has a gap assessment or a previous certification audit been carried out?	Only audits through Internal Audit and external auditors during Financial Audits. The current documentation is contained in the ICT Policy and Business Continuity document
22	**Prior security posture assessments and findings**	Has the Authority assessed its current information security posture, for example through an internal or external security assessment or a recognized scoring framework? If so, could the overall result and the control categories assessed be shared with the successful consultant?	Yes, those will be shared with the successful consultant.
23	**ISMS boundary, hydrometeorological stations and Kariba OT**	Which sites and systems are in scope for the ISMS? Are the hydrometeorological stations and the operational technology at the Kariba Complex included?	No, those are out of scope
24	**Maturity level 3 roadmap versus four-month achievement**	Is maturity level 3 a target for the roadmap, or is it to be achieved within the contract period?	It is to be achieved through the contract period. The consultant will need to provide a road map as how that can be achieved.
25	**Zambian and Zimbabwean regulatory scope and critical infrastructure status**	Which legal and regulatory requirements in Zambia and Zimbabwe should the compliance work cover, including data protection and cyber security legislation and any designation of the Authority as critical information infrastructure?	The Authority abides to both the Zimbabwe and Zambia regulatory frameworks such as Data Protection Act, Cybersecurity Bill, AI strategy. Functionally the Authority is designated as a critical organization supporting a critical infrastructure (Kariba Dam Complex) but such status hasn't been conferred to the information aspect
26	**Earlier governance,**	Has the Authority previously commissioned related IT	ZRA will share the documents listed in ToR 7

	security or strategy work	governance, security or strategy work, and if so, will its outputs be made available to the successful consultant?	with the successful firm, including strategy, risk and audit materials.
27	**Corporate Strategy period and digital initiatives**	What period does the current Corporate Strategy cover, and are there digital initiatives under way that the Digital Transformation Strategy should incorporate?	The Digital Transformation Strategy must align with the Authority's Corporate Strategy, which ZRA will provide for the successful firm.
28	**Concurrent server room upgrade timing and ICT staff availability**	We note the Authority's concurrent tender for the server room infrastructure upgrade, which includes on-site training for ICT personnel. As the same ICT staff are likely to support both projects, could the Authority indicate the expected implementation timing of the upgrade, and how it intends to balance its ICT team's time between that project and this assignment's current-state assessment, design workshops and certification training?	Bidders should show the staff inputs, workshops and training dependencies they require in their proposed work plan.
29	**Concurrent upgrade design, target architecture and access to designs**	The upgrade covers servers, core network, security architecture, data centers and unified communications. Should the target architecture and the Digital Transformation Strategy treat the upgrade's design as given? Will its specifications, and the successful supplier's designs, be shared with the successful consultant so that the target architecture, ISMS scope and security controls reflect the new environment?	The strategy and ISMS must reflect ZRA's operating environment. Any interfaces with the planned upgrade should be reflected in the methodology.
30	**Eligibility to bid for later implementation work**	Under ITC 3 on conflict of interest, would the successful consultant be precluded from bidding for later implementation work	ITC 3.2.1(i) and GCC 21.1.3 address exclusion from directly related goods, works or non-consulting services, including the relevant

		arising from the governance roadmap or the Digital Transformation Strategy?	affiliated entities. A later consulting assignment is subject to conflicting-assignment, disclosure and unfair-advantage provisions. Eligibility depends on the nature of that procurement and the applicable provisions.
31	**Authority and version of the Terms of Reference**	The cover page of Section 7 carries a heading referring to the Southern African AIDS Trust. Please confirm that Section 7 is the final Terms of Reference for this assignment.	The Letter of Invitation identifies Section 7 as the ToR for this procurement. Its cover and substantive text identify the ZRA COBIT assignment. The Southern African AIDS Trust heading is inconsistent with that assignment.
32	**Hybrid delivery and office-specific on-site obligations**	Section 7 states that the assignment will take place primarily at the Head Office in Lusaka and in Kariba and Harare. Will the Authority accept part of the work being delivered remotely, with on-site presence for workshops, assessments and training? In particular, would on-site presence at the Authority's offices in Harare or Kariba count towards on-site working, or is presence at the Head Office in Lusaka required for particular activities?	The main delivery will be onsite. However, some of the work can be done remotely and as such the bidder should indicate such to say which work will be done onsite and offsite.
33	**Start date, approval calendar and proposal validity extension**	What is the expected start date? Could the Authority indicate its Board and Executive meeting schedule for the period, so that approvals can be planned within the four months? Proposals must remain valid for 90 days after submission (ITC 12.1), that is, to about 1 March 2027. If contract signature is expected after that date, will the Authority request an extension of validity under ITC 12, at which point Key Experts' availability would be reconfirmed?	The start date is to be agreed, and the service period is four months. If required, ZRA may request a written extension from all participating bidders. Bidders accepting must reconfirm Key Expert availability. Any substitution is subject to ITC 12.7–12.8.

34	**Sponsor, counterparts, workspace and access**	Will the Authority appoint a project sponsor and named counterparts for the assignment, and provide workspace for the team at its Lusaka, Harare and Kariba offices, with internet access and access to relevant systems, documents and staff under appropriate confidentiality arrangements?	The Authority will fund the implementation of this Programme and will provide any support required for the successful implementation of this project
35	**Entry and work authorizations, invitation letters, assistance and fees**	For short working visits of up to two weeks to Zambia and Zimbabwe, is a business visa required for experts who are not nationals of the country concerned (including Zimbabwean nationals working in Zambia, and Zambian nationals working in Zimbabwe), or is entry without a visa permitted for this type of work? Is a business visa sufficient, or is a temporary employment or work permit required? Will the Authority provide letters of invitation and assist with any visas and permits under GCC 35.1, and are any related fees reimbursed or to be included in the lump sum?	Under GCC 32.1, ZRA is to use its best efforts to assist with work permits and visas through provision of support letters. However, the bidders are required to acquaint themselves with the immigration requirements of both countries
36	**Access to Kariba Complex, dam wall and stations, and vetting**	Will the Authority arrange access to the Kariba Complex, the dam wall and the hydrometeorological stations? Is any security vetting or clearance required for experts working on critical infrastructure and how long does it take?	GCC 33.1 provides free access to project sites required for the services.
37	**Transport for Kariba and hydrometeorological station visits**	Will the Authority provide local transport for site visits to Kariba and to hydrometeorological stations, or should these costs be included in the lump sum?	Travel is a cost item in the Data Sheet. Include necessary consultant travel in the lump sum.
38	**Training facilities, equipment, materials and**	Will the Authority provide training venues, projection equipment, computers for trainees were needed, internet	The RFP provides suitable office space and requires experts to bring their own working hardware and

	staff travel	access and printing of training materials, and covering its staff's travel to training sessions?	software.
39	**Accredited course fees, exam vouchers and resits**	Should the lump sum include exam vouchers and accredited course fees for the eleven staff to be certified, and the cost of any resits?	Training and certification are within the lump-sum scope. The pricing basis should follow the confirmed course mix and acceptance standard in responses 11 and 14. The cost should cater for one sitting only
40	**Payment milestones and proportions**	Special Conditions clause 41.2 leaves the payment schedule blank. Will payments be linked to the approval of specific deliverables? If so, which ones, and in what proportions?	Payment terms are negotiable. Consultants may propose payment schedule against achieved deliverables.
41	**Advance percentage, foreign bank guarantee and performance security**	Is an advance payment available under GCC 41.2.1 and, if so, at what percentage? Would an advance payment guarantee issued by a bank outside Zambia be acceptable? Is performance security required?	GCC 41.2.1 provides for an advance against a guarantee acceptable to ZRA unless the SCC states otherwise. Any foreign bank guarantee should be confirmed by a local corresponding bank in Zambia and Zimbabwe
42	**Ten-day review, deemed approval and approval authority**	GCC 41.2.2 allows the Client up to 60 days to approve each deliverable, and GCC 41.2.3 up to 90 days for the final report. Within a four-month assignment, these periods could extend the Programme considerably. Would the Authority agree, in negotiations, to a review period of ten working days for each deliverable, with a deliverable deemed approved if no comments are received at that time? Who in the Authority will approve each deliverable?	Payment terms that align with the duration of the contract will be negotiated with the successful bidder.
43	**Professional indemnity amount**	Special Conditions clause 24.1 states the cover as "US$200,000.00 (One Million United States Dollars)", while Form TECH-7 states US$200,000. Please	The correct amount is US$200,000.00 per claim, for the four-month contract and with three months of run-off cover.

		confirm the required minimum cover.	
44	**Other insurance classes and limits**	SCC 24.1 (b) to (d) list third-party motor vehicle, third-party liability, and employer's liability and workers' compensation insurance without stating amounts. Which of these apply to this assignment, and at what minimum cover?	All applicable insurances should be quoted for as per the Zambian Laws.
45	**Liability cap and exclusions**	SCC 23.1 allows a limitation of the Consultant's liability to be agreed at negotiations. Will the Authority apply such a limitation, for example liability for direct loss limited to the contract value and excluding indirect or consequential loss, consistent with the professional indemnity cover required?	Confirmed
46	**Rights in existing methods and licensed courseware**	GCC 27.1 vests all material prepared for the Client in the Client. Please confirm that the Consultant's pre-existing methods, tools and templates, and third-party licensed courseware such as ISACA and PECB materials remain the property of their owners, with the Authority receiving a license to use them for its own purposes.	Under GCC 27.1, material prepared for ZRA in performing the services belongs to ZRA, subject to any SCC exceptions. GCC 27.2 requires prior written approval for relevant third-party license agreements.
47	**Governing law, contracting and paying office, payment currency**	Under which country's law will the contract be concluded, which office of the Authority will contract with and pay the Consultant, and in which currency will payment be made?	The contract will be governed by the law of Zambia, with Zambezi River Authority as Client. Payment is in the currency or currencies of the contract as agreed in the contract negotiations with the successful bidder.
48	**Tax jurisdiction, exemption and SCC tax option**	Data Sheet ITC 16.3 refers to https://www.zra.org for the Consultant's tax obligations. Please confirm which country's tax rules apply to this contract. Does the Authority, as a bi-national body established under the Zambezi	The Zambian Tax rules apply in this contract. The consultant shall be responsible for all applicable taxes. No tax exemptions apply for this contract.

		River Authority Acts, hold any tax exemption that extends to its consultants, and which option under SCC 39.1 (exemption, payment on behalf of the Consultant, or reimbursement) does it intend to apply?	
49	**Withholding on payments to a Zimbabwean firm, gross-up and certificates**	Will the Authority deduct withholding tax from payments to a consultant registered in Zimbabwe (for example, Zambian withholding tax on fees paid to non-residents)? If so, at what rate, and will the Authority pay this tax on the Consultant's behalf or reimburse it under SCC 39, so that the contract price is received net of taxes? Will tax deduction certificates be issued for any amounts withheld?	In the event of any tax withheld, a withholding tax certificate will be issued to the Consultant.
50	**VAT, registration, export zero-rating and reverse charge**	Should the Consultant's invoices include VAT and, if so, under which country's VAT law? Is the Authority registered for VAT in Zambia and/or Zimbabwe, and will it accept invoices from a Zimbabwean supplier on which the services are zero-rated as exported services, with any VAT accounted for by the Authority under a reverse charge?	The Contract shall be established according to the Laws of Zambia.

Effect of the Addendum

i. This Addendum shall be read and construed as part of the Bidding Document.
ii. Except as expressly amended herein, all other terms and conditions of the Request for Proposal Document remain unchanged and in full force and effect.
iii. In case of any inconsistency between this Addendum and the original

Request for Proposal Document, the provisions of this Addendum shall prevail.

iv. Bidders shall acknowledge receipt of this Addendum in their Bid submission, as required under the Instructions to Consultants.

Procuring Entity: Zambezi River Authority
Address: Kariba House, 32, Cha Cha Cha, Lusaka, Zambia
Contact: +260967440029

Date of Issue: 23 November 2026

This Addendum and clarifications are issued on behalf of the Client and is binding on all prospective Consultants.



Misozi L. Mbawo Manager - Procurement