



ZAMBEZI RIVER AUTHORITY

Terms of Reference (ToRs) for a Consulting Firm – Support Client’s Integrated Management System (IMS) Development, Implementation and Certification

TITLE: Integrated Management System (IMS) Development, Implementation and Certification

LANGUAGES REQUIRED: English

STARTING DATE: February 2025

LEVEL OF EFFORT: One hundred and twenty (120) man-days jointly contributed by the three required key experts who are specified in these ToRs

DURATION OF THE ASSIGNMENT: The assignment shall be completed within a maximum period of eleven (11) calendar months

CLIENT: ZAMBEZI RIVER AUTHORITY

1. Background

The Zambezi River Authority (“**the Authority**”) is a corporate body jointly and equally owned by the Governments of the republics of Zambia and Zimbabwe (“**Contracting States**”) and is mandated to contribute to the economic, industrial and social development of the Contracting States by sustainably obtaining the greatest possible benefits from the natural advantages offered by the waters of the Zambezi River constituting a common border between Zambia and Zimbabwe (Provision of water for generation of electricity and other uses). The Authority owns, operates and maintains the Kariba Dam Complex and is also mandated to develop other hydro-electric schemes along the Zambezi River.

The Authority has set aside funds to finance various operations during its current strategic window. It is intended that part of the budget be utilised for IMS development, implementation and certification to enhance efficiencies by aligning and streamlining processes throughout the organisation. **Integrated Management System means a combined system constituting ISO 9001:2015, ISO 14001:2015 and ISO 45001 of 2018 - all developed, implemented and certified simultaneously.**

The Authority is therefore seeking the services of a reputable and experienced consulting firm to assist with the said processes, till certification by an accredited body of the Authority’s choice. The selected consultant will play a key role in ensuring that the organisation sets up the system and associated documentation appropriate for Integrated Management System. The consultant will also be responsible for training employees on trainings specified in these ToRs, so they fully understand the management system standards constituting the Integrated Management System.

2. Main Objective of the Assignment

The objective of the assignment is for the Authority to obtain certification in respect of the Integrated Management System (IMS) constituting ISO 9001:2015; ISO 14001:2015 and ISO 45001:2018.

2.1 Specific objectives

The specific objectives of the assignment are as follows:

- (a) To develop a roadmap for IMS development and implementation till certification
- (b) To conduct IMS awareness training to segmented groups of the Authority including the Executive.
- (c) To conduct a Gap Analysis through baseline review of all aspects of the Authority systems, processes, standards and procedures to establish the documentation and system gaps to be addressed against the IMS requirements.
- (d) To Conduct key trainings as specified in these ToRs under sections of deliverables and payment schedule.
- (e) To assist in the development of IMS mandatory procedures (or review where such already exist) to satisfy the requirements of the three standards as well as the requirements of the accredited certification body of Client's choice.
- (f) To Identify other necessary procedures for the Client and assist in the development thereof to meet Client's requirement including those related to risk, compliance and Good Industry Practice.
- (g) To Conduct a pre-certification Audit and produce an Audit report reviewed and jointly discussed between the Consultant and the Client.
- (h) To assist the Client to close out all findings of the pre-certification audit within the timelines advised by the accredited certification body.
- (i) Guiding the Client in the certification audit protocols including application for certification.

3. Scope of Work

The Consultant shall develop, implement and prepare for certification and provision of assistance and guidance in addressing pre-certification Non-Conformances until certification. The certification scope shall cover the Authority's head office in Lusaka, Kariba offices and Harare offices.

The Authority requires the IMS certification to be done at corporate level while covering the Authorities locations as aforementioned. To effectively achieve the deliverables

of the assignment, the Consultant will be expected to undertake a detailed review of the key documentation to ensure **IMS alignment**. The documentation will include the following:

- (a) Zambezi River Authority (ZRA) Act
- (b) Authority’s prevailing strategy document during the ISO certification period
- (c) Authority’s Integrated Results Based Management System documents
- (d) Authority’s Policies and Procedures, Standing Operating Procedures and Work Method statements
- (e) Key project documents for the projects being implemented by the Authority
- (f) Relevant Zambian and Zimbabwean pieces of legislation applicable to the the Authority.
- (g) Other key documents as identified and deemed necessary during the process of undertaking the assignment.

3.1. Level of effort

One hundred and twenty (120) man-days jointly contributed by the three required experts in an agreed proportion to cover the three domains/standards, which experts are specified in these ToRs

3.2 Duration of the assignment

The assignment should be completed within a maximum period of twelve calendar months from the effective date of the Contract.

4. Assignment KEY Deliverables

No	Description of deliverable	Evidence
4.1	Perform an IMS (ISO 9001:2015, ISO 14001:2015 and ISO45001:2018) Initial Review & Gap Analysis.	Approved report by the Authority on initial review and Gap Analysis.
4.2	Inception Report and revised IMS implementation Roadmap.	Approved Inception Report and Roadmap by the Authority.

4.3	<p>Key training requirements for IMS including IMS Awareness training, IMS development and Implementation training, Internal audit team training, Legal Compliance as well as other trainings including Root cause analysis, Risk Management, Procedure writing.</p> <p>Note: The indicated internal audit training shall be conducted for nominated internal ZRA staff. The Consultant shall incorporate the cost of such training for at least sixteen (16) Auditors.</p>	Training records and certificates as applicable
4.4	<p>Development of documentation including mandatory procedures as per the three ISO standards' clauses constituting the scoped IMS. Procedures that are not mandatory in the IMS standards' clauses but deemed necessary by the Authority and/or the Consultant shall also be developed.</p> <p>The documentation and procedures dictated by the applicable laws of Zambia and Zimbabwe as well as good industry international practice shall also be developed.</p>	Reviewed and approved documents including procedures by the Authority. A documentation matrix put in place by the Consultant shall be used for tracking purposes
4.5	Monitor and assess IMS implementation for an agreed period pending pre-certification Audit.	IMS implementation analysis report approved by the Authority.
4.6	Assist Client in closure of all pre-certification Audit Major NCs, and to Client's satisfaction, minor NCs – in preparation of certification audit	Cleared non-conformities (NCs) closure matrix
4.7	IMS Certification following the certification audit by an accredited certification body. Consultant shall be responsible for ensuring all findings are closed as required to achieve certification	IMS (ISO 9001:2015, ISO 14001:2015 and ISO 45001 of 2018) Certification.

5. Minimum Requirements for the Consulting firm and for the Experts

The Consulting Firm should demonstrate the following:

- (a) Seven (7) years post-incorporation at bid evaluation. Demonstrated firm experience in similar assignments. Capability and evidence of having carried out similar work (ISO based management systems development, implementation, preferably up to certification by an accredited body) within the last ten (10) years should be demonstrated. Having carried out such work on a hydro infrastructure/related operations or mining/construction as well as manufacturing setting is a distinct advantage. Closely related experience such as ISO standards' Auditing and ISO training among others can be considered.
- (b) Development, implementation and pre-certification audit for a successful certification on at least one (1) of the latest management systems (ISO 9001:2015 **OR** ISO 14001:2015 **OR** ISO 45001:2018). Closely related assignments can be considered, such as ISO standards-based auditing, training, etc. A firm that has met this requirement (b) on at least two simultaneous of the scoped three simultaneous standards of this scope has a distinct advantage.
- (c) The consultant's key staff should comprise a team of experts with extensive experience from similar and closely related assignments.
- (d) Experience working with a binational or parastatals is a distinct advantage.
- (e) Consulting firm should be able to deploy all team members as required in these ToRs to travel to scoped sites for respective assignments (including pre-certification auditing), documentation and training among other components of the overall assignment.
- (f) Consulting firm should be able to deliver high quality reports in English.

The key personnel should come from the following fields and respective expertise:

5.1 Environmental Expert

- (a) The Environmental expert should have a minimum of master's degree in the field of Environmental Science/Studies, Sustainability Studies, Environmental Engineering, Natural Resources Management or closely related field.
- (b) Relevant bachelor's degree is a requirement
- (c) Ten (10) years' post-graduate experience in Environmental work that involves development and implementation ISO management systems OR closely related experience such as ISO standards-based Auditing and ISO standards-based training among others.
- (d) Having carried out similar work on a Construction Project/Manufacturing/Mining/manufacturing setting is a distinct advantage
- (e) Relevant ISO management systems auditing qualification issued by a reputable service provider is a requirement.
- (f) Membership with relevant professional body a distinct advantage.
- (g) Fluency in English and excellent communication skills, both written and verbal, are relevant requirements.

5.2 Occupational Health and Safety (OHS) Expert

- (a) Should have a minimum of master's degree in the field of Health and Safety, Environment or related field as deemed and cleared by Client.
- (b) For experts with an Environmental qualification, a professional certificate is a requirement, such as NEBOSH, SAMTRAC, OSHEMAC, etc.
- (c) Relevant bachelor's degree is a requirement.
- (d) Ten (10) years' post-grad experience in OHS with at least three specific assignments related to ISO systems development, implementation, auditing or training.
- (e) Experience working on a construction Project/Manufacturing/Mining/Manufacturing setting is a distinct advantage
- (f) Relevant ISO management system auditing qualifications and experience
- (g) Membership with a relevant professional body.

(h) Fluency in English required and excellent communication skills, both written and verbal are relevant requirements.

5.3 Quality Expert

- (a) Minimum master's degree in a respective field or field related to the Authority's operational functions (Quality Management/Civil Engineering/Dam management/Environmental Management/Water Resources Management/Hydrology) or related
- (b) Relevant bachelor's degree is a requirement
- (c) Quality management or quality auditing qualification a requirement
- (d) Seven (7) years' post-graduate experience in quality management or related roles
- (e) Experience working on a construction project/manufacturing/mining setting is a distinct advantage
- (f) ISO 9001 auditing qualification is required
- (g) Fluency in English and excellent communication skills, both written and verbal, are relevant requirements.

6. Preparation for the assignment and reporting during the execution of the assignment

The Authority will provide the Consultant with all relevant background documents and information including documents listed in these ToRs for the Consultant's review. The Consultant will be under the Supervision and coordination of the respective appointed manager/expert from the Authority as shall be communicated and incorporated in the Contract for the provision of consultancy services.

The station of deployment will be ZRA Kariba offices, with specific visits being undertaken to other locations of the client including the Head office in Lusaka, offices in Harare and other Authority sites as may be necessary.

Reports for the respective deliverables shall be reviewed by the Authority prior to approval and acceptance. The Authority may engage parties it deems necessary for input and recommendations in the Consultant reports' review process prior to approval and payment against respective deliverables. All reports shall be in writing

and prepared in English and delivered in electronic and hard copies in the number of copies that may be required.

7. Institutional arrangements

- (a) The Consultant shall conduct site visits to the Authority's locations scoped under the certification assignment. Costing for such visits shall be met by the Consultant and will be covered under reimbursables when the Consultant presents a financial proposal.
- (b) The Consultant must follow the safety, health and security requirements within the assignment areas, including immigration requirements for accessing locations in the two Contracting States that are scoped in the assignment.
- (c) The Consultant shall provide own transport and accommodation for the assignment and the Authority will not be obliged to provide transport, unless at Authority's discretion. Costing for these shall be incorporated in the Contract through reimbursables.
- (d) Printing, communication, lunches, internet, insurance cover for accidents and other costs shall be the Consultant's responsibility. These shall be reimbursable costs and to be included in the pricing by consultant.
- (e) The Authority shall provide meeting space for training programmes, meetings and other programmes for the assignment.
- (f) The Contract signing date shall be the commencement date unless otherwise communicated in writing by the Authority.

8. Ownership of Material

Documents developed and shared under this Consultancy shall be the property of the Authority and the Consultant shall not use these documents, data and information whatsoever for any other purposes without the authorization in writing by the Authority.

9. Payment schedule

The payment schedule shall be closely tied to the deliverables of the assignment with disbursements calculated as a percentage of the total Contract price as follows:

Deliverable/s	Disbursement	Comments
<p>D1(a). Inception report with clear IMS Implementation Roadmap</p>	<p>20%</p>	<p>Inception and Gap Analysis reports shall be considered after clearance by the Client</p>
<p>D1(b). Performance of an IMS (ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018) Initial Review & Gap Analysis.</p>		
<p>D2. Key training requirements for IMS including:</p> <ul style="list-style-type: none"> • IMS Awareness training, • IMS development and Implementation training, • Internal audit team training, • Legal Compliance • Root cause analysis, • Risk Management, • Procedure writing. <p>Note: The internal audit training shall cover at least sixteen (16) ZRA staff.</p>	<p>20%</p>	<p>Training scope for each specific training to be jointly discussed and agreed with client. Certificates required for trained Auditors.</p>
<p>D3. Development/Review of documentation as required by the ISO standards, applicable laws of Zambia and Zimbabwe, the client as well as Good Industry Practice. These documents shall include, but not limited to procedures, policy manuals, Work Method statements, work instructions, etc.</p>	<p>30%</p>	<p>A documents' matrix agreed upon (including IMS mandatory and necessary documents) shall be cleared by the Authority before disbursement against the respective deliverables.</p>

<p>D4. Conduct a pre-certification (stage 01) Audit and guide in the closure of all Major pre-certification audit findings and satisfactory progress as deemed by Client in addressing minor findings.</p>	<p>10%</p>	<p>Pre-certification audit to be conducted in a timely manner to allow for the certification audit and the closure of certification audit findings.</p>
<p>D5. IMS Certification after a certification audit (stage 02 audit) by an accredited certification body of the Authority's choice. The Consultant to assist and guide the Authority in closing all Stage 02 audit major non-conformities (NCs) and minor NCs as required before certification. Consultant to assist Client on all certification protocols including application.</p>	<p>20%</p>	<p>IMS (ISO 9001:2015, ISO 14001:2015 and ISO 45001 of 2018) Certification Certificate/s.</p>

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