



ESTABLISHMENT OF A QUALITY MANAGEMENT SYSTEM AND TO PREPARE BLANTYRE WATER BOARD FOR ISO 9001:2015 CERTIFICATION

1.0. INTRODUCTION

Blantyre Water Board is a statutory corporation established in 1929 and reconstituted under the Water Works Act, 1995 (Cap 72). The utility is responsible for the provision of water supply services to the City of Blantyre and other surrounding areas of Blantyre, Chiradzulu and Thyolo Districts designated as its supply area. Currently, the Board supplies water to 87% of the 1.4 million inhabitants of the city and surrounding areas. Ninety percent of the water comes from Walker's Ferry on the Shire River and ten percent is extracted from the Mudi Dam and Likhubula Water Supply System. It has the production capacity of 122,000 m³/day, 13 pumping stations and 19 reservoirs. Its customer base stands at about 70,000 and includes domestic, industrial, institutional, commercial and communal water points (kiosks) consumers.

GoM through Blantyre Water Board (BWB) and Blantyre City Council (BCC) with financial support from the International Development Agency (IDA) of the World Bank is implementing the Malawi Water and Sanitation Project (MWSP). The MWSP seeks to address the immediate and medium-term water and sanitation needs and support a long-term solution to Blantyre City's growing demand for improved water services and safely managed sanitation services.

1.1 Project Development Objective and Components for the Malawi Water and Sanitation Project (MWSP)

The project development objective (PDO) is to increase access to improved water supply and sanitation services in Blantyre metropolitan area and to enhance the operational and financial efficiency of the Blantyre Water Board. The PDO will be achieved through development and rehabilitation of water and sanitation infrastructure for Blantyre City and surrounding areas so that the city has adequate and reliable potable water supply with adequate pressure and safely managed improved sanitation services. The project focuses on four components that contribute to the achievement of the PDO.

Component 1: Water supply improvements

Under this component, the project will finance investments to improve water production, stabilize and improve network operational efficiency, reduce water losses, increase energy efficiency, improve water supply service quality, and expand water access to unserved areas, and boost water access.

Component 2: Priority sanitation investments

This component involves several interventions to increase access to safely managed sanitation and reduce environmental pollution that has public health impacts.

Component 3: Institutional capacity strengthening.

This component (Object of this TOR) will finance a set of institutional development activities aimed at enhancing BWB's financial efficiency and governance systems, improving BCC's capacity to manage sanitation services and supporting the water sector investment planning and policy development to enhance the sustainability of urban water services.

Component 4: Technical Assistance and Project Management Support

This component will finance TA activities designed to support the project implementing unit and the incremental operating costs for project management, including safeguards, communications, and project monitoring and evaluation. The project will also finance relevant training to enhance financial management, procurement, and safeguards capacity for the implementing entities.

2.0. OBJECTIVES OF THE ASSIGNMENT

The objective of the assignment is to provide training and technical assistance to Blantyre Water Board in the development and implementation of a QMS leading to ISO 9001:2015 certification.

3.0. SCOPE OF THE ASSIGNMENT

The scope of the assignment includes four major tasks: (i) formation of working teams, training on TQMS and ISO 9001:2015, and business process mapping and identification of gaps; (ii) TQMS development and documentation; (iii) ongoing support in TQMS implementation, monitoring and internal audit; and (iv) preparation for the ISO 9001:2015 certification audit.

3.1. Task #1 – Formation of working teams, training on TQMS and ISO 9001:2015 and business process mapping and identification of gaps.

Activities under this task shall include the following:

- a. Facilitate the formation of a working committee to coordinate TQMS development and implementation, including preparing ToRs for the working committee;
- b. Develop customized training course materials in soft copy (as well as hard copy) and conduct all necessary trainings relating TQMS principles and the requirements of the ISO 9001:2015 standard;
- c. Develop and implement a training program on TQMS and ISO 9001:2015. Conduct required trainings that shall include, but not necessarily limited to: (i) top/senior management briefing on TQMS principles and the ISO 9001:2015 standard; (ii) training on TQMS planning, documentation and implementation; and (iii) awareness for all employees of the Board on ISO 9001:2015 certification requirements.
- d. Facilitating process mapping and analysis of the Board's business processes and identify the gaps;
- e. Perform gap analysis of the existing documentation of the Board against the requirements of ISO 9001:2015; and
- f. Plan together with the working committee on ways to address the gaps and develop the necessary documentation for ISO 9001:2015 certification.

3.2. Task #2 – TQMS development and documentation

Activities under this task shall include following:

- a. Assist the Board in developing a quality policy that is aligned with the utility's vision and mission;
- b. Prepare a quality manual, and facilitate the different departments to document business/operational processes, procedures and work instructions as per the requirements of ISO 9001:2015 standard;
- c. Provide guidance in preparation of tailor-made required documented information and aligning the existing ones (manuals, procedures, work instructions, job descriptions, record forms / templates, checklists etc.) in fulfilment of the requirements of ISO 9001:2015 standard; and
- d. Review all TQMS documentation to ensure it meets the requirements of the ISO9001:2015 standard. Advise on improvements where necessary.

3.3. Task #3 – QMS implementation and internal audit

Activities under this task shall include following:

- a. Provide training and ongoing support to the Board in implementation and monitoring of the developed TQMS;

- b. Develop all mandatory procedures as required in ISO 9001:2015 and provide guidance to working committee in implementing the TQMS;
- c. Advise on integration of the developed TQMS into business operations;
- d. Advise the working committee on change management and the success factors to support effective implementation of the TQMS/ ISO 9001:2015;
- e. Build internal TQMS auditing capacity to monitor compliance to system requirements by training internal auditors;
- f. Facilitate the selection and training of internal auditors for the TQMS;
- g. Conduct internal auditors training and guide the internal auditing team in conducting comprehensive internal audits of the TQMS; and
- h. Advise management on mechanisms to maintain and sustain the TQMS

3.4. Task #4 – Preparation for the ISO 9001:2015 certification audit

Activities under this task shall include following:

- a. Assist the Board in preparing for the certification audit, including preparing ToRs for the external auditor;
- b. Provide guidance in the preparation and review of final documents prior to the application for certification;
- c. Provide guidance in selecting a suitable certification audit firm and preparation for audit certification;
- d. Provide guidance to the TQMS working committee on how to respond to the Certification Auditors' report;
- e. Assist in coordination of required management reviews prior to certification; and
- f. Guide the working committee to take the necessary corrective actions on identified nonconformities and finalize documents.

3.5. Task #5 – Change Management

The following key steps key steps, inter alia, shall be used by the Consultant in TQMS change management :

✓ ***Define the change and have a plan.***

The Consultant shall determine what is changing, the reason for the change, when is it changing, how the change will be managed, who must adopt the change, and who

will be impacted by it. Furthermore, the Consultant shall determine tasks, timeline, responsibilities, budget, resources, and more.

✓ ***Develop a communication plan.***

Under this the Consultant shall craft the message, taking into consideration the assumptions and risks associated with the change. Consideration shall also be taken on the appropriate people to be informed and the appropriate channel for communication. Decide on the frequency of communication, and continually engage.

✓ ***Train people.***

The Consultant shall develop a training programme to get everyone up to speed on the change and any new requirements, processes, or roles.

✓ ***Implement the change.***

The Consultant shall be expected to execute Carefully planned TQMS change management, measure or determine the effectiveness of the change, adjust based on lessons learned, and repeat as needed.

4.0. KEY OUTPUTS

The table that follows presents the critical outputs for the assignment. For each of the outputs herein, the Consultant shall be required to submit to the Client one [1] electronic copy in MS Word, on a Pen-drive and five (5) hard copies of the reports:

No	Key Outputs	Description of the Client's Expectations
1	Inception report	Detailed outline on the understanding of the TORs, approach and methodology, detailed work plan/ implementation schedule.
2	An ISO-aligned documentation for BWB core processes	Business process mapping and analysis of core systems and processes (system and process

		flow charts/ maps); Identification of gap - analysis report
3	List of key personnel to form part of the BWB ISO Core Team	Prepare TORs for the Working ISO committee; facilitate the formation of a working committee to coordinate SOPs and TQMs development and implementation; build capacity of the Core team
4	Training sessions and workshops on understanding ISO 9001:2015 principles, requirements and procedures	Develop and implement a training program on TQMS and ISO 9001:2015 to management and staff of BWB; Required trainings will include top/senior management briefings on QMS principles and the ISO 9001:2015 standard; training on QMS planning, documentation and implementation; awareness for all employees of BWB on ISO 9001:2015 certification requirements; QMS training reports
5	<p>A QMS documentation compliant and certifiable to the ISO 9001:2015 standards, using the enhanced documentation of the Project Management System as reference. The QMS documentation shall consist of the following documents: Quality Policy, Quality Manual, procedures, work instructions, quality plans, and records for water.</p> <p>As a minimum the QMS shall include all the six mandatory procedures: Control of Documents, Control of Records, Internal Audit, Corrective Action, Preventive Action, Control of Non-Conforming Products for a drinking water management system.</p>	<p>Perform gap analysis of the existing documentation of BWB against the requirements of ISO 9001:2015; Develop standard operating procedures for all the Board's processes; Assist BWB in developing a quality policy and other policies identified in gap analysis ; Prepare a quality manual and facilitate the different BWB departments to document business/ operational processes, procedures and work instructions as per the requirements of ISO 9001:2015 standard; Guide in the preparation of tailor-made required documented information and aligning the existing ones (manuals, procedures, work instructions, job descriptions, record forms/ templates, checklists etc.) in fulfilment of the requirements of ISO 9001:2015 standard; Review all TQMS</p>

		documentation to ensure it meets the requirements of the ISO 9001: 2015 standard; Advise on improvements where necessary.
6	Users and Roles Management Process of the SharePoint Collaboration Tool	Provide training and ongoing support in the implementation and monitoring of the developed TQMS
7	Guided process monitoring and measurement activities to determine effectiveness of the QMS	Develop all mandatory procedures as required in ISO 9001 :2015 and provide guidance to working committee in implementing the TQMS
8	Assistance in ascertaining the readiness of the BWB's scope of QMS for the third-party certification and surveillance audit	Advise on integration of the developed TQMS into business operations; Advise the working committee on change management and the success factors to support effective implementation of QMS/ISO 9001:2015; Build internal TQMS auditing capacity to monitor compliance to system requirements by training internal auditors; Facilitate the selection and training of internal auditors for the TQMS; Conduct internal auditors training and guide the internal auditing team in conducting comprehensive internal audits for TQMS;
9	Assistance in assessing the established QMS in relation to the result of the certification audit, specifically by: a) Determining potential root causes of the certification audit findings; and b) Identifying and assisting in implementing appropriate and relevant solutions to address all audit findings.	Assist BWB in preparing for the certification audit, including ToRs for the external auditor; Provide guidance in the preparation and review of final documents prior to the application for certification; Provide guidance in selecting a suitable certification audit firm and preparation for audit certification; Provide guidance to the TQMS working committee on how to respond to the Certification Auditor's Report; Assist in

		coordination of required management reviews prior to the certification; Guide the working committee to take the necessary corrective actions on identified non conformities and finalize documents; Facilitate the acquisition of ISO 9001:2015 certification
10	Work Plan for Maintaining ISO 9001:2015 certification	Develop and implement a plan of action maintain and sustain the QMS

5.0. FIRM EXPERIENCE AND EXPERIENCE AND QUALIFICATIONS OF KEY STAFF PROPOSED TO UNDERTAKE THIS ASSIGNMENT

The consulting firm and team must have and demonstrate the requisite skills and experience necessary to undertake the range of tasks set out in these Terms of Reference. The key staff should include individuals with education and experience and ability in establishment and audit process of a QMS, and experience in conducting consultancy services and training courses on ISO standard. Furthermore, experience in conducting ISO certification processes in the government sector will be required.

5.1 Team Composition

The Consultant must be familiar with national and international water and sanitation policies. To adequately address the core issues of the consultancy service, it is advisable that the team should at least be composed of the following key personnel:

- i) **Team Leader (Water Utility Expert)**, with at least a Master of Science in Water Engineering or Industrial Engineering with at least fifteen (15) years professional experience working with government/private/non-government agencies on quality management system. S/he should have experience working in sub-Saharan region. S/he should be fluent in English.
- ii) **QMS and Business Process Expert** with at least a master's degree in quality management, engineering, or related discipline with a Professional certification in quality management (CQM, CQE, CMQ/OE, etc.). Ten (10) years' Experience, auditing quality management systems and familiarity with statistical analysis software (Minitab, JMP, SPSS, etc.). S/he should have experience working in sub-Saharan region. S/he should be fluent in English.
- iii) **ISO 9000 Expert** with at least Quality Assurance, or equivalent. Eight (8) years' experience in conducting in Quality Assurance related projects and programs and ISO 9000 Quality

Management System projects in public institutions. S/he should have experience working in sub-Saharan region.

- iv) **Water Utility Operations Expert** with at least a Master’s degree in water supply engineering or equivalent with Eight (8) years’ experience in urban water works operations. S/he should have experience in working in sub-Saharan region.

The level of effort of professional staff to be provided by the consultant is estimated 18 staff months as per table below:

Item	Team Member	Input/Staff-Months
1.	Team Leader	24
2.	QMS and Business Process Expert	18
3.	ISO 9000 Expert	12
4.	Water Utility Operations Expert	6
Total		60

6.0. CONTRACT MANAGEMENT

6.1. Obligation of the Consultant

- i. The Consultant shall be responsible for the payment of local taxes and duties for all goods and services including levies during execution of the project.
- ii. The Consultant is expected to be fully self- sufficient in terms of accommodation, office supplies, and office equipment.
- iii. The data, documentation and assets from the consultancy will remain the property and in the custody of the Client at the end of the consultancy.
- iv. The Consultant shall be available, at all times, for subsequent discussions of the assignment with the Client. The Consultant shall be responsible for the payment of local taxes and duties for all goods and services including applicable levies, during execution of the project.

6.2. Obligation of the Client

The Client shall, wherever possible:

- i. Assist the Consultant in obtaining information and data to enable the Consultant to execute the services described herein effectively. However, the Consultant shall be solely responsible for analysis and interpretation of all data and from his findings, making appropriate conclusion and recommendations.
- ii. Provide copies of available study reports and other relevant documents.
- iii. Ensure that the Consultant has access to all available information required for timely execution of the assignment.
- iv. Assist the consultant to obtain necessary immigration, VISAs, registration with any board or agency, and residence work permits for the approved expatriate personnel and their dependants. However, the consultant remains responsible for this.

7.0. REPORTING ARRANGEMENTS

Blantyre Water Board is the main implementing agency for the execution of this assignment. The Consultant will be reporting to the PIU Manager on contractual matters and to the Corporate Planning Manager on daily operational issues. The Consultant will be required to submit all the reports to Project Implementation Unit (PIU).

The assignment shall be subjected to monthly progress reviews to assess the performance of the consultant. In addition, there shall also be annual review and approval exercise prior to commencement of activities in the subsequent year.

8.0. DURATION FOR THE ASSIGNMENT

Blantyre Water Board has more than 621 permanent employees as such the duration for the assignment is estimated as 24- calendar months.

9.0. DELIVERABLES SCHEDULE

The following are the expected deliverables from the selected consultant :

Deliverables	Due Date
Inception Report	1 Month after commencement
Development and submission of the ISO-aligned documentation	3 Months after commencement
Conduction and submission of a report of QMS Planning and Capacity Building Sessions	6 Months after commencement
Development and submission of QMS documentation that is compliant and certifiable to the ISO 9001:2015 standards;	12 Months after commencement

and Users and Roles Management Process of Collaboration Tool	
Conduction and submission of a report of cascading activities orientation sessions and guided process monitoring and measurement activities	18 Months after commencement
Obtainment of ISO 9001:2015 certification	24 Months after commencement

For each deliverable, the consultant shall prepare and submit to the Client one [1] electronic copy, preferably in MS Word, on a Pen-drive and five (5) hard copies of the reports.