



**ZAMBIA RAILWAYS LIMITED**  
A Member of **IDC** Industrial Development Corporation Group of Companies

## **ADDENDUM NO.1**

### **REQUEST FOR PROPOSALS**

**TENDER NO. ZRL/ONS/DHRA/001/2021 – REQUEST FOR PROPOSALS FOR THE CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM USING BALANCED SCORECARD**

This serves to inform all Bidders for the above mentioned RFP that **Addendum No. 1** has been issued. Bidders are hereby advised that the closing date for the RFP has been extended from **Friday 5<sup>th</sup> February, 2021 at 10:00hrs to Friday 19<sup>th</sup> February, 2021 at 10:00hrs.**

### **1.0 TERMS OF REFERENCE**

**CONSULTANCY SERVICES FOR THE DEVELOPMENT AND IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM USING BALANCED SCORECARD**

### **2.0 BACKGROUND**

The Zambia Railways Limited (ZRL) is currently implementing a Strategic Business Plan running for the period 2021 – 2025.

In order to effectively manage performance targets outlined in the Strategic Business Plan (SBP), ZRL engaged a consultant who is currently developing a Performance Management System (PMS) using the Balanced Scorecard (BSC).

In order to effectively implement the PMS using the balanced scorecard, ZRL wishes to engage a Human Resource Consultancy to conduct a comprehensive review of the existing appraisal system at ZRL and develop a more suitable system which meets the following specific objectives:

### **3.0 OBJECTIVES OF THE EXERCISE**

- a) To review and align the organisation structure to the SBP objectives.
- b) To review and align the job description in line with the SBP objectives.

#### **4.0 SCOPE OF THE WORK**

In order to achieve the above objective, the scope of works shall include but will not be limited by the following:

- a) To analyze and review the existing organizational structures in line with the SBP.
- b) Review the existing Job descriptions/job specifications for the reviewed Organizational Structure and align them to the Strategic Business Plan.
- c) Develop non existing job descriptions for positions in the reviewed organizational structure.
- d) Develop a change management plan for the whole exercise and advise management to choose a project team which will include change agents
- e) Introduce and provide sensitization and other support necessary for the successful implementation of the change management.
- f) Recommend a policy for succession planning, promotions, rewards system and link individual performance to remuneration.
- g) Ensure that the employee duties contribute to the mission, goals and results of the organisation;
- h) Link job descriptions to departmental targets and organizational objectives.
- i) Ensure that Key Performance indicators are identified for each employee and provide a clear understanding of the quality of work expected
- j) Identify and recommend skill development and training needs for the employees in line with their reviewed job description.
- k) Involve supervisors in the development of individual targets and key performance indicators.

#### **5.0 DELIVERABLES (indicative)**

The work to be undertaken by the Consultant or Consulting firm in the preparation of the outputs/deliverables should include, but not necessarily be limited to the following:

- a) Reviewed and updated organization structure and aligned to the SBP.
- b) Reviewed and updated job descriptions in line with the SBP.
- c) Inception Report to include inter alia the detailed proposed methodology and a Work Implementation Plan.
- d) Draft Final Report to include:
  - Recommended Organizational structure aligned to the SBP.
  - Recommended Job descriptions in line with the SBP.

- e) Sensitized staff on change management and a team of change agents.
- f) Final Report incorporating feedback from ZRL, organisation structure and job description in line with the SBP.

## **6.0 Duration of the Assignment**

Eight (8) Weeks

## **7.0 QUALIFICATIONS OF THE CHIEF CONSULTANT (If it is an individual consultant, or a company the chief consultant should have the qualifications below).**

- MBA or Masters in any other business related field.
- Degree in Human Resource Management/ Business Administration/ Economics or any other related field
- 5 – 10years experience at management level with some experience in Government and parastatal Organisation.
- Experience in job evaluation, developing and implementing strategic plans and Balanced Score card.
- Certification in Balanced Score Card.

Bidders may collect Addendum No.1 and inspect the Bidding Documents from 08:00 hours to 13:00 hours and 14:00 hours to 17:00 hours from Monday to Friday from the office of the Manager Procurement, Top Office, Corner of Ghana and Buntungwa Avenue, Kabwe.

**Manager Procurement and Supplies**  
**For/Chief Executive Officer**  
**Zambia Railways Limited**