

Khulna Palli Bidyut Samity
Thikrabond, Khulna

Terms of Reference (TOR)

Appointment of a consulting Firm to render consultancy services for establishing a Quality Management System (QMS) compliant to ISO 9001:2015 Guidelines/Requirements for 14 PBSs under Service Package no- 02.

1. Background

Rural Electric cooperative widely known as Palli Bidyut Samity (PBS) operates its functions in rural areas under Bangladesh Rural Electrification Board. The PBSs have efficiently been providing services to more than over 2.25 crore rural member consumers of rural segment of Bangladesh for the last 40 years. Continued support from the Government of Bangladesh, the Development partners, consulting partners through Bangladesh Rural Electrification Board, and member consumers will help this program continue to expand, providing the gift of electricity to the rural Bangladeshi households, businesses, and industries.

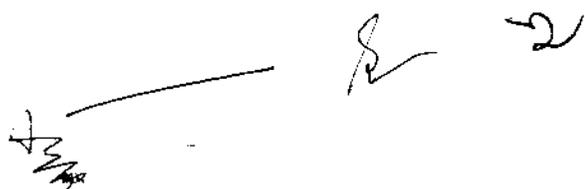
Bangladesh Government has envisioned for power sector to generate electricity at 24 GW at 2021, 40 GW in 2030 and 60 GW in 2041. To keep coherent with generation the distribution management system should be developed focusing on system reliability and power quality as the PBSs has been mandated. In compliance of the Government long-term vision BREB has set-up a target to establish a Quality Management System for all 80 PBSs by 2019.

As part of BREB's target Khulna PBS as a lead procuring entity along with other 14 PBSs desire to embrace the management system following international standard ISO 9001:2015. By adopting ISO 9001:2015 standard in the quality management system, Khulna PBS, Satkhira PBS, Bagerhat PBS, Pirojpur PBS, Jahlokathi PBS, Barisal PBS-1, Barisal PBS-2, Potuakhali PBS, Bhola PBS, Shariatpur PBS, Madaripur PBS, Faridpur PBS, Rajbari PBS and Magura PBS intend to gain various benefits like better management monitoring and control, improving customer satisfaction with more efficiency & effectiveness by facilitating elimination of procedural weaknesses, improving value chain and even using the standard as a promotional tool. Hence certification to ISO 9001:2015 standards will improve the confidence of its consumers and stakeholders. This Terms of Reference (ToR) has been prepared to ensure consultancy services to establish a Quality Management System compliant to ISO 9001:2015 guidelines/requirements for the 14 PBSs mentioned above.

2. The Mission Statement of Palli Bidyut Samity.

To provide uninterrupted quality electricity at an affordable cost to the rural consumers to address the 'vision' electricity for all by 2021.

3. Objectives



At the end of the services 14 PBSs will achieve the following.

- 3.1 Establish a Quality Management System compliant to international guidelines/requirements of ISO 9001:2015 within the said 14 PBS's offices.
- 3.2 Develop Human resources and to make them able to maintain the system.
- 3.3 Develop Documented Information (documents & records) fulfilling the requirements of ISO 9001: 2015.
- 3.4 Compliant to obtain the required certificate from a reputed and worldwide recognized/accredited certification body.
- 3.5 Capacity building and development to ensure continual improvement and gradual Paradigm Shift.

4. Output

The assignment on completion is expected to benefit in the following manner:

- Management system compliant to ISO 9001:2015 guidelines/requirements established;
- Capacity to maintain the system established;
- Developed leadership commitment and management skill;
- Making leadership/ top management developing QMS culture in the organization and thereby bring a "Paradigm Shift";
- Capacity to conceive the "Context of the Organization" ensured;
- Understanding the needs and expectations of interested parties;
- Developing capabilities to select SMART Objectives and through planning to achieve taking full resources of own organization;
- Developing PDCA concept based planning and execution;
- Make organizational personnel aware of "organizational knowledge";
- Develop "Risk Based Thinking" ability to address "Risks and Opportunities";
- Develop "Monitoring, measurement, analysis and evaluation" ;
- Develop capacity of personnel to expand the QMS within the organization after project completion;
- Developing Internal Auditors;
- Establish of a culture of continuous improvement;
- Improve the confidence of its customers and stakeholders;
- Improving customer services;
- Facilitating elimination of procedural weaknesses;
- Improving efficiency and effectiveness;
- Improving Personnel Requirement Rate (PRR) through enhanced productivity;
- Improving own indigenous system and processes (PFC).

5. Expertise of the consultant firm

Both the consulting firm and the expert personnel to be proposed must possess adequate qualification and experience in rendering services leading to the certification of organizations. The firm having following qualification will be selected failing which the firm will be treated as disqualified.

- a) Must be a Registered Company(s)
- b) Must have evidence of Tax Return and VAT submission

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- c) The applicant shall have total of 30 (Thirty) ISO 9001 (QMS) standard consultancy experience as lead consulting firm;
- d) At least 05 (Five) ISO 9001(QMS) Standards consultancy experience in power utilities in which 03 (Three) in electricity distribution utilities;
- e) Organizations with evidence of ISO 9001 consulting to achieve accredited certificates. Firms having higher experience and reputation in power utility organizations will get preference.
- f) Experience of working in both public and private sector of Bangladesh;
- g) Experience of working with development partners/donors/International Organizations
- h) Experience in KAIZEN, 5-S, PDCA cycle, 7 QC tools etc.
- i) Expertise in intervention for organizational development through participatory process, like developing QCC (Quality Control Circle)
- j) Expertise in Training on Organization Development (OD).
- k) Experience of transfer of knowledge/technology through training and implementation of new machineries, equipment and service techniques with related implementation skill.

6. Scope of work

Consultants will carry out all relevant activities till certification:

The reputed consulting house will engage professional experts under a Lead consultant/Team Leader in the field to deliver the required services to achieve the objectives and outcome mentioned above. The QMS will be designed and developed and established in a participatory manner to ensure human resources development at 14 PBSs for its maintainability and sustainability. Awareness raising seminar and training courses covering adequate number of personnel will be conducted to provide a clear understanding about the QMS to the personnel involved in various functions. Auditing skill of selected personnel must be developed to work as Management Representative and Internal Auditors to maintain the QMS.

Quality Management System will also embrace the concept of:

- **KAIZEN** to ensure continual improvement;
- **Japanese 5-S's** for habitual housekeeping maintenance and improved following PDCA.
- **Use of 7 QC tools** and other statistical process control (SPC) tools for effective evidence based "Monitoring, measurement, analysis and evaluation".

This will establish the ground work in the process of capacity building leading towards practice of **TQM** in the future.

Seminar, training, discussion and on ground implementation programs will ensure widening the horizon of personnel and develop appropriate attitude for "change management" at all stages.

Considering all 14 PBSs as large corporate bodies in power sector business, system will include establishment of corporate guidelines where possible which will be applicable to all





areas. This will help in reducing overall costs, improve standard and promote suitable organizational culture.

Training will be conducted centrally in each PBS's Headquarters taking trainees from different functions/processes of PBS. A few numbers of training and capacity building activities may be conducted in nearby PBS subject to mutual suitability. This will ensure:

- In reducing cost
- Ensure uniform practice
- Exchange of ideas
- Establishing liaison
- Completing within the scheduled time

The Training Approach for QMS will emphasize upon:

- Process based approach
- Context of the Organization
- All interested parties to be taken into account
- Risk based Thinking with opportunities for improvement
- Integration of the QMS into the existing management system with only the needed changes as desired by PBS for effective and efficient implementation of QMS.

In the light of the above, specific responsibilities of the consultants will be (but not limited to) to perform the following:

- a. Organize programs to create a sense of awareness among management officers, staff and workers of the enterprise on QMS. Adequate awareness seminars will be organized aiming to bring most of the personnel of each PBSs in the seminar.
- b. Carryout a gap analysis to assist in identification of appropriate Policies, Objectives and Targets, prepare Policy statement and assist in preparation of required Documented Information (Documents & Records).
- c. Advise formation of Project Team/Steering committee and Management Representative (if needed).
- d. Observe and review existing management, processes, operations, Monitoring, controlling and record keeping system.
- e. Assist all 14 PBSs to prepare QUALITY manual, Quality Policy, SMART Objectives, procedures, works Instructions, Data Control Forms, Records, Log Sheets, Registers and Documents, Process Flow Chart (PFC) etc. compliant to the conditions of ISO 9001:2015 guidelines/requirements.
- f. Impart training to the Departmental/Sectional heads and relevant officials on ISO 9001:2015 requirements, documentation, internal audit, Quality Manual preparation and work Instructions finalization, Kaizen, 5-S, PDCA, 7 QC Tools etc. Minimum target of training will be as follows for each PBS:

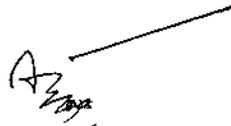
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Sl. No	Topics	Duration (hours)	Target Number	Total proposed durations (by consultant)/Remarks
(1)	(2)	(3)	(3)	(4)
1	Awareness Seminar on QMS	02	100	
2	QMS-Fundamentals based on ISO 9000: 2015	02	20	
3	Detailed Training on ISO 9001: 2015	08	20	
4	Awareness Training on Required Documented Information	08	20	
5	Gap Analyses	08	20	
6	Training for Internal Auditors (IA) based on ISO 19011: 2011 (Theory & Practice) (Phase 1)	08	10	
7	5S & KAIZEN	03	20	
8	Training on PDCA	02	20	
9	7 QC Tools / QMS Tools (minimum)	04	20	
10	Implementation of QMS Documented Information	16	20	
11	IA: Implementation of Internal Audit, Corrective Action & Closing of NCs (Phase 2)	08	10	
12	Briefing and Conduct of MRM	04	10	
13	Action on MRM "Review Output"	04	10	
14	Review of Documents (Phase 1)	02	20	
15	Review of Documents (Phase 2)	02	20	
16	Preparation for Certification Audits :	08	20	
Total:		89	360	

Please NOTE: Remarks in Column 4 will include the activities required by the consulting firm to fulfill successfully the Topics of Column 2 with capacity for Continual Improvement and gradual Paradigm Shift of the PBS personnel

Consultant may propose their own opinion on training if any modification needed in the above table. Consultant will be responsible for providing tuition and implementation guidance only for above-mentioned training courses. PBSs will be at liberty to carry out more batches of training at its own responsibility.

- g. Assist in management reviews.
- h. Arrange adequacy audit of Manual, (reframe) procedures and works Instructions by trained Auditor.




- i. Conduct internal audit to determine the preparedness of the enterprise for final audit.
- j. Assist Lead PBS in selecting a certification body and recommend an appropriate CB (Certification Body).
- k. Advise all 14 PBSs on final certification audit and ensure closing of NCR,/NC/CAR if any, during the audit to obtain the certificate from a selected certification body.
- l. Maintain strict confidentiality of all information received from the PBSs.
- m. In house development of Resource Persons from amongst PBSs personnel Transfer of Training/knowledge on QMS Training, Planning, Implementation, Supervision, Control, Checking, Continual Improvement and related Tools.

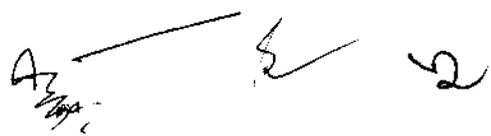
7. Work plan

Consultant's responsibility will not be over until certification. Consulting Firm's consultancy period will remain valid 2 months beyond the physical handing over of QMS Certificate based on ISO 9001: 2015 .Final Certification/Stage 2 Audit by the CB (Certification Body) without any Major NC will be considered as Successful Audit. Hence it will be a package deal (Lump-sum) to complete the assignment whatever time and effort it takes for certification. If indicative time is overrun no extra cost can be claimed. Experts will work in consultation with each PBS separately depending on mutual convenience to both sides. Joint training of nearby PBSs/Centralized Training will be conducted by the consultant where it is required by the Consulting Firm with the mutual consent of the client PBSs.

Consultant will submit an indicative work plan (both in combined and separately for 14 PBSs) showing total time required to complete the assignment and managing schedule. Nearby PBSs may be combined for training & capacity building activities on mutually convenient basis at any suitable PBS.

8. Resource persons/ Experts to be provided

8.1 Team Leader/Lead Consultant: At least graduate in Engineering/Business Administration/ Management/ Economics/social science/science having strong background in quality management system (QMS) following ISO 9001:2015, Kaizen, 5-S, PDCA, 7 QC tools, TQM Policy Management in power sector; particularly QMS in Distribution Utility/Sector as Team Leader/Lead Consultant will be an added advantage. Having work experience in the field of Strategic Planning and Management, Policy formulation for 15 years. Team Leader must be qualified in ISO 9001 (2000 or onward version) Lead Auditor course conducted by globally recognized institution like IQMS or equivalent institutions. Certificates on ISO 9001 of earlier version (before 2000) will not be acceptable. Working Experience with power sector will be considered as added advantage. Must possess very strong background in training management especially in conducting TNA, RNA DNA, ENA, CNA. Qualification and implementation experience on EMS (ISO 14001), OHS (OHSAS 18001), ISO 45001 and power sector experience, particularly EnMS based on ISO 50001 will be considered as added advantage as the present trend is to go for IMS (Integrated Management System). Multi sector



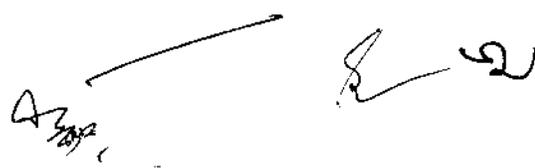
management experience like, Private, Public (Governmental), NGO/Development Partners/Donor Agency/International organization will be considered as an advantage, experience

- 8.2 **Senior QMS Expert:** At least graduate in relevant field having experience in designing QMS, documentation, training etc for at least 10 years. Must be a Quality Management system expert. He/she also must be qualified in ISO 9001 Lead Auditor course conducted by globally recognized institution like IQMS or equivalent institutions. Qualification and implementation experience on EMS (ISO 14001), OHS (OHSAS 18001), ISO 45001 and power sector experience, particularly EnMS based on ISO 50001 will be considered as added advantage as the present trend is to go for IMS (Integrated Management System).
- 8.3 **Management & HR Expert:** Must be a post graduate in relevant field having minimum 15 years' experience in management, HR, OD, and training arena. Special emphasis will be given to person having experience in HRM and OD with Government/Semi-Government/ autonomous bodies in a senior position. Power Sector experience will be considered as an added advantage. Experience in developing Missions, Vision, Policies, Strategies, Procedures, Work Instructions, Capacity Building of an organization, Recruitment of executives, developing JD (Job Description) etc will be considered as a added advantage.
- 8.4 **Consultant & Trainer:** At least a graduate in relevant field having on ground experience in designing QMS, documentation, training etc for at least 10 years. Must be a Quality Management System expert. He/she also must be qualified in ISO 9001 Lead Auditor course conducted by globally recognized institution like IQMS or equivalent institutions. Qualification and implementation experience on EMS (ISO 14001), OHS (OHSAS 18001), ISO 45001 and power sector experience particularly EnMS based on ISO 50001 will be considered as added advantage as the present trend is to go for IMS (Integrated Management System).
- 8.5 **Junior QMS Experts (2):** At least a graduate in relevant field having minimum 3 years experience in design, document and implementing QMS. He/she must be qualified in ISO 9001 Lead Auditor course conducted by globally recognized institution like IQMS or equivalent institutions. Qualification and implementation experience on EMS (ISO 14001), OHS (OHSAS 18001), ISO 45001 and power sector experience, particularly EnMS based on ISO 50001 will be considered as added advantage as the present trend is to go for IMS (Integrated Management System).

For all QMS Experts: Globally recognized ISO 9001 Lead Auditor certificate should categorically mention version like 2000, 2008 or 2015 with Certificate Number and the organization awarding the certificate. Certificates on ISO 9001 of earlier version (before 2000) will not be acceptable. ISO Certificates (particularly ISO 9001) of later versions will have more weight than earlier versions.

9. General qualities for consultants:

Critical Success Factors:



- good analytical skills; resourcefulness, initiative, maturity of judgment, tact, negotiating skills;
- ability to communicate clearly both orally and in writing;
- ability to work in a team, and establish effective working relations with persons of different positions and cultural backgrounds.
- ability to cope with situations which may threaten health/safety;
- flexibility in accepting work assignments outside normal desk description.
- ability to deal patiently and tactfully with people of different level and cultural backgrounds.
- Eagerness to work and travel to the remote corners of Bangladesh as PBSs are located in various parts of Bangladesh.

10. Basic Competencies for consultants (Soft Skills):

- 10.1 Action Management:** Effectively manages own work related to multiple tasks or activities regarding QMS.
- 10.2 Communication:** Presents information clearly and concisely, verbally and in writing. Listens to and shows understanding of ideas and views of others.
- 10.3 Competent:** in adaption of Quality Management System (QMS) by establishing a unique communication system within the Head Quarter of PBSs.
- 10.4 Ethics & Values:** Takes responsibility for own performance. Recognizes the potential for ethical dilemmas and seeks advice to resolve them. Respects and works productively with all individual regardless of gender, race and cultural background.
- 10.5 Professional Presentation skill with knowledge on TOT will be preferred.**
- 10.6 Acts consistently with established procedures and policies regarding Quality Management System (QMS).**
- 10.7 Cognitive Capacity:** Systematically extracts pertinent information from relevant sources. Conducts in-depth analysis on issues and problems. Identifies multiple causes of a problem and relationships among the causes in establishing QMS in PBS's Head Quarters.
- 10.8 Interpersonal Relations:** Respects differing needs and viewpoints. Resolves personal and professional disagreements constructively. Builds effective working relationships within the units/divisions/offices.

10.9 Personal Competencies

- A task-oriented tactical thinker with strong delivery skills.
- A team player comfortable operating with all rungs of Govt. sector employees regardless of gender, race and culture.
- Creative thinker, able to conceive unconventional solutions in high-paced environment.

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- Energetic and able to perform well under deadline pressure.

11. Reports

Following reports are to be submitted by the consultant in (single copy).

- I. Inception Report shall be submitted within 21 days after being awarded for the said assignment
- II. Training course Record including end of the course evaluation
- III. Quarterly Progress Report
- IV. Closing/Final Report shall be submitted after declaration of certification, that is. No Major NC in Certification Audit

12. Expected deliverables

- i) Training Records (Attendance Sheets, Progress Reports, documented handouts of training)
- ii) A documented Quality Manual;
- iii) Proven capability of earning ISO 9001:2015 QMS Certificate (10 Certificates), that is, successful outcome of Certification Audit; i.e. Stage 2 Audit with No Major NC

13. Selection method

The selection method of the assignment will be Quality and Cost Based Selection (QCBS) in the light of PPR-2008 and PPA-2006.

14. Reporting Structure

The consultant will mainly report to Sr. General Manager/ General Manager of Lead PBS and simultaneously to Sr. GMs/GMs of each client PBSs for implementation of the assignment.

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