

TERMS OF REFERENCE

FOR THE GAP ANALYSIS, TRAINING, ESTABLISHMENT, IMPLEMENTATION & CERTIFICATION
OF AN INTEGRATED MANAGEMENT SYSTEM (IMS)

BASED ON ISO 14001:2015 ENVIRONMENTAL MANAGEMENT SYSTEMS, ISO 45001:2018 OCCUPATIONAL
HEALTH AND SAFETY MANAGEMENT SYSTEMS AND ISO 9001:2015 QUALITY MANAGEMENT SYSTEMS
FOR MINISTRY OF ENERGY AND MINERAL DEVELOPMENT

1.0 BACKGROUND



Ministry of Energy and Mineral Development (MEMD), established in 2002, to promote the development, strategically manage and safeguard the rational and sustainable exploitation and utilization of energy and mineral resources for social and economic development of Uganda. It holds a **Vision** of being a model of excellence in sustainable management and utilization of energy and mineral resources and a **Mission** of ensuring reliable, adequate and sustainable exploitation, management and utilization of energy and mineral resources in Uganda. In leu of the above, MEMD is mandated to;

- To provide policy guidance in the development and exploitation of the Energy, Mineral, Oil and Gas resources.
- To create an enabling environment in order to attract investment in the development, provision and utilization of energy and mineral resources.
- To acquire, process and interpret technical data in order to establish the energy and mineral resource potential of the country.
- To inspect, regulate, monitor and evaluate activities of private companies in energy and mineral sectors so that the resources are developed, exploited and used on a rational and sustainable basis.

In 2023, MEMD updated the Energy Policy for Uganda 2002, which then presides over all the existing and related sector policies and reforms, aligning the policy framework with recent international, regional and national developments and commitments, and ensuring that the Government is well-positioned to address the energy sector's new and emerging socio-economic challenges in the coming decade. Energy Policy for Uganda 2023 is aligned with the National Development Plan (NDP) III through the Sustainable Energy Programme, which reaffirms that 'the availability of sustainable (reliable, affordable and clean) energy services is critical for economic growth, poverty reduction, as well as the social and cultural transformation of society'.

MEMD, has prepared various draft policies (Environment and Social Safeguards Policy, Occupational Safety and Health Policy) and procedures guiding the implementation and achievement of goals and commitments set out in the policies. However, MEMD **lacks** an Integrated Management System, "Environmental, Social, Health and Safety Management System (ESHS MS)" based on the ISO 14001:2015, OHSAS 18001:2008, ISO 45001, ISO 9001-Quality). The aim of the ESHSMS is to ensure adoption of good and quality environment, social, health and safety practices while executing MEMD business/mandate and also identify, assess, manage and monitor environment and social risks and impacts for MEMD projects on an ongoing basis, consistent with the requirements of the World Bank Environmental and Social Framework

MEMD is committed to ensuring that the three programs (*cited under Section 3.2 below*) are undertaken in compliance with Uganda National legislation, East African legislation, relevant international treaties and protocols, the International Finance Corporation (IFC) Performance Standards 2012, the IFC General Environmental Health

and Safety (EHS) Guidelines and the IFC Industry Specific EHS guidelines 2015, Good International Industry Practice (GIIP) and the Best Available Techniques (BAT).

In line with the above, MEMD requires professional CONSULTANCY SERVICES to review and assess existing MEMD documentation including the relevant national policies, laws and regulations, international standards and best practices documents in order to undertake a gap analysis, develop the ESHSMS, train and support ISO certification process (ISO 14001, ISO 45001, & ISO 9001).

The Government of Uganda (GoU) with funding support from World Bank is preparing the Electricity Access Scale up Project (EASP) with the development objective of increasing access to energy for households, commercial enterprises and public institutions through use of on grid and off grid solutions. EASP is a successor program to the Energy for Rural Transformation (ERT) project that is currently in its Third phase. MEMD will implement; Component 1: Grid Expansion and Connectivity (*supporting the necessary MV/LV network strengthening and extensions and last-mile connections*), Component 2: Energy Access in Refugee Host Communities (*same as component 1*) and Component 4: Project implementation Support (*including development of an Environmental and Social Management System*). As part of the EASP support activities to MEMD, MEMD now intends to engage the above cited consultant with EASP funds.

2.0 PURPOSE OF THIS CONSULTANCY

The purpose of the consultancy is to develop an Integrated Management System (IMS) for MEMD leading to ISO 14001, 9001 & 45001 certification.

Specific Objectives of the consultancy.

- i) To conduct a gap analysis of the existing management systems in MEMD and develop a road map.
- ii) To develop an integrated ESHS MS for MEMD
- iii) To sensitize, train and build capacity of MEMD staff (Top management, Lead implementers, Lead auditors for effective implementation of the ESHS MS
- iv) Mentor and support MEMD in achieving ISO 14001, 9001 & 45001 certification.

3.0 SCOPE OF SERVICES

The description of the scope of services below outlines the tasks and sub-tasks to be performed by the consultant. These shall be adapted and further expanded as necessary by the consultant.

3.1 Geographical Scope

The assignment will cover all MEMD operational sites/ offices, however certification will be limited to MEMD headquarters at Amber House and Entebbe office.

3.2 Technical Scope

The assignments primary stakeholder is MEMD, which comprises of 3 (three) programmes, as of 2023, namely;

- a) **Sustainable Energy Development Programme** which has the following departments; Renewable Energy Department, Energy Efficiency and Conservation Department, Electrical Power Department, Nuclear Energy Department and Rural Electrification Department.
- b) **Mineral Development Programme** with the following departments; Geological Survey Department, Geothermal Resource Department and Mines Department and
- c) **Sustainable Development of Petroleum Resources Programme** with the following departments;

Petroleum Development and Production Department, Midstream Petroleum Department and Petroleum Supply and Distribution Department

The consultant is expected under **Task 1-3 below**, to articulate synergy with other entities (Secondary stakeholders), under the Energy Policy for Uganda 2023, including;

- Electricity Regulatory Authority
- Electricity Disputes Tribunal
- The Uganda Energy Credit Capitalization Company
- Atomic Energy Council
- Uganda National Oil Company (UNOC)
- The Uganda National Electricity Company (UNEC), a merger of three companies Uganda Electricity Generation Company (UEGCL), Uganda Electricity Transmission Company (UETCL) and Uganda Electricity Distribution Company (UEDCL)

The Consultant is expected perform the four (4) tasks below:

- ✓ **Task 1:** Conduct a gap analysis of existing management systems in MEMD
- ✓ **Task 2:** Establishment and implementation of an IMS for MEMD
- ✓ **Task 3:** Conduct ISO certification related trainings
- ✓ **Task 4:** ISO 14001, 9001 & 45001 certification

Note: the term “Integrated Management System (IMS)” is used in this ToRs to mean “Environmental, Social, Health and Safety Management System (ESHS MS)”

3.2.1 Task 1: Conduct a gap analysis of existing management systems in MEMD

This Task is aimed at undertaking a gap-analysis intended to close all identified gaps in reference to the current MEMD ESHS status. The consultant is expected to review all relevant documents to gain a full understanding of MEMD’s mandate and expected goals from its various frameworks, programs and projects.

The consultant is expected to:

- Train Top Management of MEMD (*Task 3*).
- Profile MEMD activities and aspects that are relevant to ISO 14001, 9001 & 45001 compliance.
- Identify the gaps, between MEMD documentation, implementation framework, operational status and ISO 14001:2015, ISO 9001:2015, ISO 45001:2018 requirements.
- Identify and asses all internal and external issues and aspects that could impact upon MEMDs ability to deliver as per its mandate.
- Identify the effect of uncertainty (“risk”) associated with MEMD ESHS operations’ threats and opportunities.
- Identify the ESHS guidelines, manuals, plans/ procedures, policies, and objectives relevant to MEMDs mandate reference to ISO 14001, 9001 & 45001 compliance.
- Undertake consultations with key stakeholders to enable definition of the scope of the IMS including structure, objectives and goals.
- Make recommendations on how the identified gaps should be closed in order to meet ISO 14001, 9001 & 45001 requirements. Where necessary, propose a phased approach for closing the identified gaps.
- Establish budget estimates, timelines and expectations which are proportional to the state of MEMD’s current ESHS status when directly compared to the requirements of 14001:2015, ISO 9001:2015, ISO 45001:2018.
- Issue, in a timely fashion, the Gap Analysis Report to MEMD for review and approval.

🚩 Key Deliverable for Task 1 –Gap Analysis Report detailing the units’ level of compliance with the ISO standards

3.2.2 Task 2: Establishment and Implementation of an integrated ESHS Management System for MEMD

This Task is aimed at establishment of an IMS covering all MEMD operations and has synergy with the secondary stakeholders and fully operationalizing it. In addition, provide for pilot testing on the manuals and operating procedures developed under the Electricity Access Scale-Up Project (EASP) where applicable.

Establishment Phase: The consultant is expected to work with MEMD staff to develop the required documentation for Implementing the IMS, including System manuals, policies, objectives, Standard Operating procedures and any other document that may be as necessary. Such may not be limited to;

- i. Development of templates for ISO 14001, 9001 & 45001 for MEMD operations
- ii. Development of new standards, procedures, guidelines, risk register, ESHS targets, legal compliance register and plan, and codes of practice that may be currently missing in the existing manuals, policies, standard bidding documents and contract templates.
- iii. Development of reporting and document control mechanisms for ESHS Management.
- iv. Institute ESHS performance measurement mechanisms. Set objectives and targets for implementation.
- v. Development of a data collection and monitoring tool/ forms to facilitate smooth running of the system.
- vi. Development of an action plan for the implementation of the IMS
- vii. Awareness creation and training amongst MEMD staff on the IMS (*Task 3*).

Implementation Phase: The consultant is expected to work with MEMD staff to integrate the developed and approved ESHS Management Systems into the entire MEMD business in alignment with ISO standard requirements, including;

- viii. Training of Lead IMS Implementers (*Task 3*)
- ix. Management of system documentation i.e. the IMS Manual, Standard Operating Procedures & Policies, record generation formats, risk analysis, among other documentation requirements as per the standards,
- x. Implementation of standard requirements at department /function level.
- xi. Establish collaborations with other Ministries and ESHS professional bodies, both national and international.
- xii. Guide the internal audit department on how to undertake independent periodic reviews of the IMS.
- xiii. Periodic review of the IMS by management and the Consultant.

 Key Deliverable for Task 2 – (1) MEMD IMS required documentation (2) MEMD IMS operational Report

3.2.3 Task 3: Conduct ISO certification related trainings

This Task is aimed at creating awareness about IMS and building capacity of MEMD staff through capacity organizational gap analysis (*Task 1*), establishment and implementation of IMS awareness program (*Task 2*), and development of a corresponding training manual (*Task 3*). The awareness should focus on;

- Develop training/workshop design module.
- Overview of the awareness on management systems.
- Emphasis on roles of management including Top Management Team, Senior Management Team and Project/Contract Managers
- Training of management systems champions (Top management, Lead IMS Implementers)
- Training of ESHS Management System Internal Auditors.
- Corrective Action Request Training

- Refresher Course for ISO 14001, 9001 & 45001 Internal Audit Training
- Training managers and safeguard teams at project level.
- Develop training manuals for continued use post project life/ Program life
- Develop and implement a Continuing Professional Development (CPD) program for MEMD staff that execute ESHS duties and manage the ESHS MS.

Note:


- *Ensure the conduct of relevant training programs in accordance with the ISO 9001:2015 Standard*
- *Ensure that the team members are consistent with the module, teaching method, and information transfer to the end-user.*
- *Conduct of trainings, consultations, and other activities through physical, online, or hybrid format depending on the agreed assignment execution plan, between MEMD and consultant. For online trainings, the training modules, duration, and strategies must be appropriate for virtual set-up (e.g., duration of trainings must be at most 4 hours per day, workshop activities must be interactive and engaging).*
- *Number of training participants and timelines shall be determined by both the consultant and MEMD.*
- *The Consultant may propose other relevant trainings depending on their assessment to the IMS implementation.*
- *Must provide soft copy of training kits/materials at least five (5) days before the activity.*
- *Provision of soft and hard copies of certificates to participants who completed the trainings at no additional cost at least two (2) weeks after the conduct of the activity.*

 Key Deliverable for Task 3 – (1) MEMD IMS Training Plan (2) MEMD IMS Training Report

3.2.4 Task 4: ISO 14001, 9001 & 45001 certification

This Task is aimed at obtaining ISO 14001, 9001 & 45001 certification for MEMD IMS in reference to its mandate and geographical scope. Its entail's, but not limited to;

- i. Monitor, Mentor and evaluate implementation of the IMS.
- ii. Refresher trainings (Task 3).
- iii. Support in conducting annual internal audits for continual improvement.
- iv. Coordinate the management review process of the IMS.
- v. Support MEMD management in the correction of non-conformances leading to certification.
- vi. Conducting Mock Audits & Management Reviews in preparation for certification.
- vii. Certification audits.
- viii. Development of a Surveillance Audit plan.

 Key Deliverable for Task 4 – (1) MEMD IMS ISO 14001, 9001 & 45001 certifications (2) MEMD IMS consultancy Clouser Report

3.3 Templary Scope and reports

Implementation of this assignment is expected to be completed within three (3) years (Table 1), conforming to the plans, assignment objectives, schedules and deliverables jointly agreed upon between MEMD (EASP Project Coordination manger and MEMD HSE unit head) and the Consultant.

Table 1: Reporting deliverables with schedule

No.	Deliverable	Delivery Time	EASP PERIOD
Task 1: Conduct a gap analysis of existing management systems in MEMD			
1	Inception Report	2 weeks after Contract signing	Year 2
2	Gap Analysis Report	2 months after Contract signing	
Task 2: Establishment and Implementation of an integrated ESHS Management System for MEMD			
1	MEMD IMS required documentation	6 months after approval of Gap Analysis Report	Year 2
2	MEMD IMS operational Report	1 year after approval of IMS required documentation	Year 3
Task 3: Conduct ISO certification related trainings			
1	MEMD IMS Training Plan	2 weeks after Contract signing	Year 2
2	MEMD IMS Training Report	Submitted with IMS consultancy Clouser Report	Year 4
Task 4: ISO 14001, 9001 & 45001 certification			
1	MEMD IMS ISO 14001, 9001 & 45001 certifications	3 months after approval of IMS operational Report	Year 4
2	MEMD IMS consultancy Clouser Report	1 month after receipt of IMS ISO 14001, 9001 & 45001 certifications	
Total Time			3 years

REPORTING: The consultant shall submit reports as well as photographs and videotapes etc. taken during the assignment along with an electronic copy of all the documents. All should be reported in English language only. The details of documents to be submitted are given in the table above. The reports shall be in both hardcopy and softcopy format (word document). The consultant is expected to provide monthly progress reports to MEMD PCU, who in turn will transmit to MEMD HSE Unit.

4.0 REQUIREMENTS AND QUALIFICATIONS

4.1 Qualification of the firm(s)

Interested firms must provide information indicating that they are qualified to perform the services described above by providing Technical or Specific Experience of the Firm (Table 2).

Table 2: Technical Experience of the Firm

Qualification Subject	Qualification aspect	Minimum Requirement	Mark	Marks
General	ISO Certification	ISO 14001:2015, ISO 9001:2015 and ISO 45001:2018 Accredited organization at the time of opening of bids		
	General Experience	The Consultancy firm should possess at least five (5) years professional experience working with Government / Non-Government agencies. (Certificate of Incorporation of the firm).		
Technical Experience in Gap analysis	General Gap analysis	Evidence of at least Five (5) assignments of similar nature	1.1	2.2
	ISO Gap analysis	Evidence of at least Three (3) assignments of similar nature	1.1	
Technical Experience Establishment of an IMS	General experience	Evidence of at least Four (4) assignments of similar nature	1.2	4.2
	ISO 14001:2015	Evidence of at least Three (3) assignments of similar nature	1	
	ISO 9001:2015	Evidence of at least Three (3) assignments of similar nature	1	
	ISO 45001:2018	Evidence of at least Three (3) assignments of similar nature	1	
Technical Experience	General experience	Evidence of at least Four (4) assignments of similar nature	1.2	4.2
	ISO 14001:2015	Evidence of at least Two (2) assignments of similar nature	1	

Qualification Subject	Qualification aspect	Minimum Requirement	Mark	Marks
Implementation of an IMS	ISO 9001:2015	Evidence of at least Two (2) assignments of similar nature	1	
	ISO 45001:2018	Evidence of at least Two (2) assignments of similar nature	1	
Technical Experience Auditing IMS	General experience	Evidence of at least Four (4) assignments of similar nature	1	4.6
	ISO 14001:2015	Evidence of at least Two (2) assignments of similar nature	1.2	
	ISO 9001:2015	Evidence of at least Two (2) assignments of similar nature	1.2	
	ISO 45001:2018	Evidence of at least Two (2) assignments of similar nature	1.2	
Technical Experience in certification	General experience	Evidence of at least seven (7) assignments of similar nature	1.2	4.8
	ISO 14001:2015	Evidence of at least five (5) assignments of similar nature	1.2	
	ISO 9001:2015	Evidence of at least five (5) assignments of similar nature	1.2	
	ISO 45001:2018	Evidence of at least five (5) assignments of similar nature	1.2	
TOTAL				20
Consultants Eligibility (YES/NO)			*Mandatory	

The consultants should demonstrate that they successfully completed or in process of completion of the cited assignments (Table 2) above of a similar nature and within similar environments as is found in developing countries and are familiar with safeguard requirements of international development partners especially the World Bank.

4.2 Team composition and qualifications

These services will be provided by a team of experts with particular experience, knowledge and appropriate skills in developing and implementation of ESHS MS. The timing and inputs of each professional staff member shall be in accordance with the proposed Tasks cited in section 3.2 and appropriate to the duration of the assignment. The Consultant's professional staff shall have considerable knowledge and personal experience in the provision of similar services. The Consultant shall propose a team of experts that is fully able to deliver the services in accordance with the technical requirements defined in these Terms of Reference. The team composition of Key Experts and Additional Experts proposed by the consultant shall cover all the areas of expertise defined in the relevant section of Technical Requirements. The consultant shall submit CVs for all Key and Additional Experts in their proposed team. To ensure that Consultants mobilise Key personnel of high calibre, only key personnel that score at least 75% at the Evaluation stage will be considered. Key Experts that scoreless will be replaced at negotiations stage with more qualified personnel. The Consultant shall employ only such staff whose CV's have been approved by MEMD and the World Bank. Replacement or temporary substitution shall not be permitted except in accordance to the provisions of the Request for Proposal.

Minimum Qualifications of Key staff

The specific qualification and experience requirements for the key experts are given in **Table 3** below.

Table 3: Qualification and Expertise of the key personnel

No.	Designation	Qualifications
01	Team leader (Certified Lead Auditor and Trainer) One (1)	<p>Required Education Qualifications and skills:</p> <ul style="list-style-type: none"> ✓ Professionally Qualified Integrated Management Systems Specialist, with certification in (Any) ISO 14001 or 9001 or 45001 systems auditing and Training ✓ Post Graduate or Masters Qualification in the relevant field of work. ✓ Certified Management System Trainer ✓ Excellent written and verbal communication skills in English <p>Specific professional experience</p> <ul style="list-style-type: none"> ✓ At least 10 years' working experience in developing, training and auditing Integrated Management Systems (IMS), at least 5 of which should be from developing countries. ✓ Experience working with large infrastructure projects, with proven experience of developing or improving similar ESHS systems at least on 3 projects. ✓ Similar experience with Government agency or Authority or Ministry. ✓ Working knowledge of the ISO Standards and IMS principles ✓ Experience working with different environmental and social safeguard standards of international multilateral agencies

No.	Designation	Qualifications
02	<p>Lead Consultant (ISO 14001), Trainer and Auditor</p> <p><i>Or may be referred to as</i></p> <p>Environment Management Systems Specialist</p> <p>One (1)</p>	<p>Required Education Qualifications and skills:</p> <ul style="list-style-type: none"> ✓ Professionally Qualified Environmental Management Systems Specialist, with certification in ISO 14001 systems auditing and Training ✓ Bachelors' Degree qualification in environment related field or Bachelors' Degree qualification in any field with training in any environmental related module ✓ Training certificate related to any environmental management or Auditing ✓ Excellent written and verbal communication skills in English <p>Specific professional experience</p> <ul style="list-style-type: none"> ✓ At least 5 years' working experience in developing, training and auditing environment management systems, at least 3 of which should be from developing countries. ✓ Working knowledge of the ISO 14001 Standards and EMS principles ✓ Demonstrated experience in developing or improving management systems for projects/ government/private/non-government agencies in developing countries in a sector where environment and social issues are treated in high regard. ✓ Experience working with different environmental and social safeguard standards of international multilateral agencies, especially World Bank Environmental and Social Standards. ✓ Experience in mainstreaming environmental and safeguard requirements in the operations of a construction project/organisation/ Government agency or Authority or Ministry.
03	<p>Lead Consultant (ISO 45001), Trainer and Auditor</p> <p><i>Or may be referred to as</i></p> <p>Safety Management Systems Specialist</p> <p>One (1)</p>	<p>Required Education Qualifications and skills:</p> <ul style="list-style-type: none"> ✓ Professionally Qualified Safety Management Systems Specialist, with certification in ISO 45001 systems auditing and Training ✓ Bachelors' Degree qualification in occupational health and Safety related field or Bachelors' Degree qualification in any field with training in occupational health and Safety related module ✓ OHS Certificate is an added advantage ✓ Excellent written and verbal communication skills in English <p>Specific professional experience</p> <ul style="list-style-type: none"> ✓ At least 5 years' working experience in developing, training and auditing safety management systems, at least 3 of which should be from developing countries. ✓ Working knowledge of the ISO 45001 Standards and SMS principles ✓ Demonstrated experience in developing or improving management systems for projects/ government/private/non-government agencies in developing countries in a sector where safety issues are treated in high regard. ✓ Experience in working with different Occupational, Health, and Safety safeguard standards of international funding agencies. ✓ Experience in mainstreaming safety requirements in the operations of a construction projects/organisations
04	<p>Lead Consultant (ISO 9001), Trainer and Auditor</p> <p>One (1)</p>	<p>Required Education Qualifications and skills:</p> <ul style="list-style-type: none"> ✓ Professionally Qualified Management Systems Specialist, with certification in ISO 9001 systems auditing and Training ✓ Bachelors' Degree qualification in the relevant field of work. ✓ Excellent written and verbal communication skills in English <p>Specific professional experience</p> <ul style="list-style-type: none"> ✓ At least 5 years' working experience in developing, training and auditing Quality management systems, at least 3 of which should be from developing countries. ✓ Working knowledge of the ISO 9001 Standards and QMS principles ✓ Demonstrated experience in developing or improving management systems for projects/ government/private/non-government agencies in developing countries in a sector where quality issues are treated in high regard. ✓ Experience working with different standards of international funding agencies/ development partners.
05	<p>Social Development specialist</p>	<p>Required Education Qualifications and skills:</p> <ul style="list-style-type: none"> ✓ Professionally qualified Social Management Systems Specialist with proven knowledge of operationalisation of Social Management systems/ Social safeguards/ social governance. ✓ Must be NEMA certified

No.	Designation	Qualifications
	One (1)	<ul style="list-style-type: none"> ✓ Bachelors' Degree qualification in social sciences or related field ✓ Training certificate related to any social risk management or resettlement planning or social audits or related to social aspects. ✓ Excellent written and verbal communication skills in English <p>Specific professional experience</p> <ul style="list-style-type: none"> ✓ At least 5 years' working experience in developing, training and auditing social management systems, at least 3 of which should be from developing countries. ✓ Working knowledge of the ISO Standards principles ✓ Demonstrated experience in developing or improving management systems for projects/ government/private/non-government agencies in developing countries in a sector where social issues are treated in high regard. ✓ Experience working with different social safeguard standards of international multilateral agencies, especially World Bank Environmental and Social Standards. ✓ Experience in mainstreaming social risk management and safeguard requirements in the operations of a construction project/organisation/ Government agency or Authority or Ministry.

5.1 Estimated Input for Key Staff

The allocation of person-months for the respective phases of consulting services is as shown in **Table 4** below:

Table 4: Allocation of Person-Month by Phases

Designation	No	Phase Wise Estimated Input in Months				Total Input Man Months
		Task 1	Task 2	Task 3	Task 4	
Team leader (Certified Lead Auditor and Trainer)	1	4	7	2.5	2	15.5
Lead Consultant (ISO 14001), Trainer and Auditor	1	3	6	2	1	12
Lead Consultant (ISO 45001), Trainer and Auditor	1	3	6	2	1	12
Lead Consultant (ISO 9001), Trainer and Auditor	1	3	6	2	1	12
Social Development specialist	1	2	6	1	0	9
Total input		15	31	9.5	5	60.5

5.0 MANAGEMENT AND ADMINISTRATION

5.1 Client and Consultants' Liaison

As mentioned above, MEMD has instituted a Project Coordination Unit (PCU) under EASP, which will supervise the implementation of this Assignment. The consultant shall report to the Environmental Safeguards Specialist of the PCU "Designated Contract Manager", on all matters relating to the assignment. In addition, the consultant shall work closely with MEMD HSE Unit staff, to ensure timely completion of the assignment. MEMD will supervise the services of the consultant in accordance with the agreed plans and the contract; receive, review and approve programmes and reports; and provide timely communication related to the services of the contract.

5.2 Consultant's Responsibilities

The consultant shall:

- perform the services under this contract with due care, efficiency and diligence, in accordance with best professional practices;
- be required to mobilise a multidisciplinary team to implement the specified subcomponents of the services;
- employ well-qualified and competent staff as specified in this TOR in the execution of the assignment tasks;
- submit to the MEMD (PCU) all the reports and other deliverables in the contract;
- respect and abide by all laws and regulations in force and shall ensure that the consultant's personnel, their dependants and local employees also respect and abide by all such laws and regulations;
- treat all documents and information received in connection with the contract as confidential;
- participate in MEMD's organised meetings related to the services;

- obtain MEMD's approval in writing before taking any of the following actions:
 - appointing any member of the personnel that are not named in the contract;
 - enter into a subcontract that is not specified in the contract, for the performance of any part of the Services, it being understood that the consultant shall remain fully liable for the performance of the Services by the Sub-Contractor and its personnel pursuant to the Contract;
 - share with any person or persons the data or reports
- Organise, arrange and carry out the required field work/visit alongside the appointed MEMD staff during the course of the assignment;
- make all necessary arrangements for carrying out the services and supporting MEMD HSE Unit staff assigned;
- fully co-operate with the relevant Government Ministries and Departments in the conduct of the work;

The consultant shall be solely responsible for the analysis and interpretation of all data received from the MEMD and conclusions and recommendations.

5.3 Facilities to be provided by MEMD

MEMD shall

- Provide all relevant documentation that the consultant may require to facilitate the assignment (If any is available).
- Facilitate liaison with, and cooperation with other Government Ministries, and other consultants and contractors required for the consultant to perform the assignments' services and to follow Protocols to ensure effective and efficient implementation of the assignment;
- Ensure participation and cooperation of all required MEMD employees to ISO related courses and activities.

5.4 Quality Management

The consultant shall implement a Quality Management System for the assignment in accordance with ISO 9001 requirements, either within the framework of their own organization's quality management systems or specifically for this assignment. The consultant shall include Quality Management issues in their Monthly progress Reports.