

**ZAMBEZI RIVER AUTHORITY**

**Draft Terms of Reference**

**PARTNER AND CLIENT SATISFACTION SURVEY CONSULTANCY SERVICES**

1. **THE AUTHORITY**

The Zambezi River Authority (‘the Authority’) was established as a body corporate on 1st October 1987 by parallel legislation in the Parliaments of Zambia and Zimbabwe. This development followed the reconstitution of the Central African Power Corporation under the Zambezi River Authority Acts (Acts No. 17 and 19 respectively). The Authority is jointly owned by the Governments of the Republics of Zambia and Zimbabwe in equal proportions and is mandated with the management of the Kariba Complex and the stretch of the Zambezi River (from Kazungula to Kanyemba in Zimbabwe and Kazungula to Luangwa in Zambia) which forms part of a common border between the two Contracting States.

1. **BACKGROUND**

The Authority’s 2020 to 2024 Corporate Strategy points out Key Results Areas (KRAs) and strategies that will bring the Authority’s vision to realization. The Partnership Relationship Management (Client Satisfaction) KRA aims to foster positive and productive relationships with the Authority stakeholders, development partners and clients to fulfil the Authority’s mandate.

It is envisaged that the results of the Baseline Survey will facilitate development of a Partnership Relationship Management Framework, while the determination of a Client Satisfaction Index will inform the development of a Client Service Charter and strategies to improve service delivery processes.

**3.0** **OBJECTIVE OF THE ASSIGNMENT**

**3.1 Main Objective**

The main objective of this assignment is to carry out a Partners’ and Clients’ Satisfaction Baseline Survey and to determine the Partners’ and Clients’ Satisfaction Index which will be used, in future, to develop a Partnership Relationship Management Framework and a Partners & Clients Service Charter for the Authority.

**3.2** **Specific Objectives**

1. To determine Partners’ and Clients’ perceptions of how well the Authority meets their expectations in terms of delivering on its mandate and service delivery.
2. To establish the effectiveness of information dissemination with regards to nurturing the trust relationship between the Authority and its partners and clients
3. To ascertain visibility of the Authority’s brand and appreciation of its functions.
4. To develop the Authority’s Partner and Client Satisfaction Index

**4.0 Sampling frame**

The sample should be drawn from the following:

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| **Sampling frame** | | **Contributions, Roles and Responsibilities** | **Respondents** |
| 1 | **National Electricity undertakings** | -Sources of income  -Joint regulation of water levels  -Joint Project Management  -Custodians of some ZRA equipment located within power stations, e.g. water flow meters | Zambia Electricity Supply Company  (ZESCO)  Zimbabwe Power Company  (ZPC) |
| 2 | **Governments of Zambia and Zimbabwe** | -Policy direction  -Financial and operational support  -Approvals  -Exemptions | Ministry of Energy and Power Development (Zimbabwe )  Ministry of Finance and Economic Development (Zambia) |
| 3 | **Riparian communities** (represented by **Traditional Leaders Chiefs, Headmen and Village heads)** | -Participate in project identification & implementation  -Labour support  -Sustaining community projects  -Maintenance and security of installations  - Influence public policies from a cultural, historical and ethnic point of view | List all communities and their Chiefs and include districts  Zambia  Zimbabwe  HRH Chief Msampakaruma  HRH Chief Mola  HRH Chief Nebiri  HRH Chief Negande  HRH Chief Hwange  HRH Chief Mvutu  HRH Chief Mukuni  HRH Chief Simwatachela  HRH Chief Sipatunyana  HRH Chief Shana |
| 4 | **Industry and Commerce** | -Policy harmonization  -Favourable conditions for members  -Industry and Commerce statistics and information | Specific groups that ZRA interacts with |
| 5 | **Revenue Authorities** | -Origination of tax policy  -Help in revenue collection for toll fees  -Facilitation of import and export  -Provision of updated tax information | Zambia Revenue Authority (ZRA)  Zimbabwe Revenue Authority (ZIMRA) |
| 6 | **Environmental Authorities** | -Environmental Regulations  -Environmental guidelines  -Information relating to environment / Awareness  -Environmental and Social Impact Assessment (ESIA) approval  -Environmental Audits  -Issuing Permits/Licences and register upkeep  -Environmental Protection  -Preparation of Environmental Plans  -Recommend to the Governments the conventions which the country may join and incorporate their provisions into national law. | Environmental Management Agency (EMA- Zimbabbwe)  Zambia Environmental Management Agency (ZEMA) |
| 7 | **Other Water Resources Authorities** | -Regulation  -Information related to water quality and quantity  -Law enforcement on water abstraction | Water Resources Management Authority (WARMA -Zambia )  Zimbabwe National Water Authority (ZINWA) |
| 9 | **Media** | -Information dissemination about ZRA activities  -Alerting exposed communities when there is a looming emergency (public awareness campaigns)  -An interface between ZRA and stakeholders  -Acts as watchdog to protect public and stakeholder interests against malpractice (e.g. lake pollution) | Database as sampling frame |
| 10 | **Security Agencies**  **&**  **Border Authorities** | -Prevention of infrastructure sabotage  -Rescue operations  -Provision of ease passage of employees, consultants, contractors, goods and services | Zambian National Army  Zimbabwean National Army  Department of Immigration -Zambia  Department of Immigration - Zimbabwe |
| 11 | **Contractors and Suppliers** | -Supply of goods and services for operations | 1. Contractors and Consultants for Batoka Gorge Hydro Electric Scheme (Europe, SA, China)  2. Contractors and Consultants for Kariba Dam Rehabilitation Project (SA & Europe)  3. Suppliers and contractors  for Zambezi Valley Development Fund. (Zambia & Zimbabwe)  4. Operational Suppliers, Contractors and consultants (Europe, Zambia and Zimbabwe) |
| 12 | **Tourism agencies** | -Revenue  -Marketing  -Public health and environmental awareness  -Community sensitization  -Conservation | Zambia National Tourism Board  Zimbabwe Tourism Authority |
| 13 | **Civil Socciety Organisations  and Community Based Organisations** | -Awareness of special interests within community  -Present needs of communities | List of organisations |
| 14 | **Financial Institutions** | -Source of funds  -Safeguarding of financial resources  -Provision of financial advice | List of financial institutions/partners |
| 15 | **Telecommunication Regulators** | -Network and bandwidth access control  -ICT Policy direction | Zambia Information & Communications Technology Authority (ZICTA)  Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ |
| 16 | **Professional Associations** | -Regulation of professionals | List of professional associations affiliated with ZRA |
| 17 | **Regional and International Water Bodies**  River Basin Organisations | -Policy guidelines  -Infrastructure development  -Trans-boundary cooperation  -Technical cooperation  Dam safety  -River basin management  -Shared water techniques  -Cooperation | Zambezi Water Commission  LIMCOM  ORASECOM  CUVECOM  OKACOM  KOBWA  SONGWE  LAKE CHAD COMMISSION |
| 19 | **Academic and Research Institutions** | -Value addition through research outputs  -Capacity building  -New development technologies  -Source of manpower  -Identification of risks | University of Zambia (UNZA)  University of Zimbabwe (UZ) |
| 20 | **Downstream Dam Operators** | -Water Management  -Data and information exchange  -Harmonisation of Dam Operations, particularly in respect of dam outflows/flood control/dam safety  -Spillage notification for flood management downstream | * Hidroeléctrica de Cahora B * assa (HCB) * Administração Regional de Águas do Zambeze (ARA – Zambeze) * Zesco Ltd (Kafue Gorge Lower Hydro Electric Project/Plant) * Tourism Agencies * Farming Community * Local Government – Chirundu & Luangwa * DMMU / Civil Protection * Local Communities |
| 21 | **Wildlife Authorities** | -Regulate wildlife around dam and the lake  Regulation of fish population  -Preservation of endangered fish species  -Control of fishing activities | Zambia Wildlife Authority  Zimbabwe Parks and Wildlife Management Authority (ZIMPARKS) |
| 23 | **Local Authorities** | -Allocation of land  -Planning approvals  -Water and sanitation infrastructure | i. District Administrator Binga, Zimbabwe  ii.Binga Rural District Council, Zimbabwe  iii.District Administrator – Gokwe North, Zimbabwe  **iv.**Gokwe North District Council, Zimbabwe  v.District Administrator Hurungwe, Zimbabwe  **vi.**Hurungwe Rural District Council, Zimbabwe  **vii.**District Administrator – Kariba, Zimbabwe  viii.Nyaminyami Rural District Council, Zimbabwe  ix.Chirundu Town Council, Zambia  x.Gwembe Town Council, Zambia  **xi.**Kalomo Town Council, Zambia  xii.Siavonga Town Council, Zambia  xiii.Sinazongwe Town Council, Zambia  xiv.Zimba Town Council, Zambia |
| 24 | **Legislatures in Zambia and Zimbabwe** | -Enacting Legislation | Parliament of Zambia  Parliament of Zimbabwe |

**5.0 SCOPE OF THE ASSIGNMENT**

The scope of the assignment is as follows:

* 1. Draw survey participants from the stakeholders indicated in the sampling frame in 4.0 above using scientifically proven methods to bdemonstrated and agreed with the Authority.
  2. Conduct a Baseline Survey that will be used to determine the Partner and Client Satisfaction Index which shall be used to:

1. Determine Partners’ and Clients’ perceptions of how well ZRA meets its expectations in terms of delivering on its mandate and service delivery.
2. Establish the effectiveness of information dissemination with regards to nurturing the trust relationship between ZRA and its partners and clients. This includes an effective Partners’ and Clients feedback mechanism that will help maintain and/or improve satisfaction levels.
3. To ascertain visibility of the ZRA brand and appreciation of its functions.
4. Identify key pain-points in the Customer Experience (in this case, Partners and Clients) journey at both physical and digital points of interaction.
   1. Develop a Partners’ and Clients’ Satisfaction Index for the Authority

**6.0 CONSULTANT DELIVERABLES**

The Consultant is required to deliver the following outputs;

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| **No** | **Deliverable** | **Timeline** |
| 1. | Inception Report | Within 10 working days from date of contract signing |
| 2. | Draft Report on Partners’ and Clients’ Baseline survey with the following outputs:   1. Analysis of the effectiveness of information dissemination regarding nurturing the trust relationship between the Authority and its partners and clients 2. Analysis of the effectiveness of information dissemination with regards to nurturing the trust relationship between the Authority and its partners and clients 3. Analysis of the visibility of the Authority’s brand and appreciation of its functions   Bi-weekly progress reports are required on the development of the findings during the baseline survey period | Within 30 working days from approval of the Inception Report |
| 3 | Draft Partners’ and Clients’ Satisfaction Index Report for the Authority | Within 5 working days after approval of the partners’ and clients’ baseline survey Draft Report |
| 5. | Final Report on partners’ and clients’ baseline survey with outputs and the Partners’ and Clients’ Satisfaction Index | Within 5 working days after approval of the two draft Reports |

**7.0 TIME FRAME**

The Consultant shall perform the tasks in 6.0 above over a maximum period of two and a half (2.5) calendar months.

1. **LOCATION OF THE CONSULTANCY SERVICES**

The location of the consultancy is Zambia and Zimbabwe.

**9.0** **FIRM’S EXPERIENCE AND EXPERTS' QUALIFICATIONS AND EXPERIENCE**

**9.1. Firm Experience**

The Firm must be in the business of market research with specific experience in conducting surveys for State Owned Enterprises/Government entities during the last ten (10) years. The firm should have at least fifteen (15) years in conducting surveys and must have at least two similar two (2) surveys having been successfully completed in the last ten (10) years. Include at least two (2) contactable Client references in the last ten (10) years clearly noting the description of the assignment, contact persons, phone numbers, start and end date of the assignments (s) and the contract value.

* 1. **. Key professional staff qualifications and experience of the Experts**

The Consultant shall ensure a team of local experts with extensive experience from similar client satisfaction research in Zambia and Zimbabwe undertake this assignment. To adequately address the core issues of the baseline survey, the Consultant’s key personnel must be composed of at least the following:

1. **Team Leader:** This role requires an Expert in research who shall demonstrate previous experience in similar assignments with State Owned Enterprises/Government entities during the last ten (10) years.In demonstrating the professional experience, the Team Leader shall prove to have been involved in at least five (5) assignments of similar nature for contracts in Zambia, Zimbabwe or Southern African Region. In addition, the Team Leader shall be a person with good oral and written communication skills and shall demonstrate a high level of organizational skills. He/she must have a undergraduate degree and an advanced degree in business related studies or equivalent with a minimum fifteen (15) years’ experience in market research, surveys and customer outreach programs.
2. **Electricity Specialist:** The Expert must havea minimum 10 years’ specific experience in the energy sector in power generation and management. He/she must have a Bachelor’s degree in Electrical/Mechanical Engineering (or related field). He/she shall prove to have been involved in at least two (2) assignments of in Zambia or Zimbabwe.
3. **Social Specialist:** The Expert must be a professional Sociologist with at least a ten (10) years’ relevant experience in the Community Development sector; specifically, in dealing with displaced communities. He/she must have at least a bachelor’s degree in Social Sciences or Development Studies (or related field) with a minimum of ten (10) years’ post qualifying experience and two (2) assignments of similar nature in Zambia or Zimbabwe.
4. **Communications Specialist**: A qualified specialist with not less than ten (10) years of post-graduate cumulative experience in developing and implementing public awareness and communications strategies. The Communication Specialist will be responsible for planning and implementing a transparent public consultation strategy and will have specific experience working as a public participation specialist on at least two (2) assignments in Zimbabwe or Zambia. He/she must have least a Bachelor’s degree in Media Studies or Marketing with a minimum ten (10) years working experience in market research and surveys, mass communication and customer awareness programs.
5. **Financial or Economic Analyst**: At least a Bachelor’s degree in Finance or Economics with a minimum 5 years working experience in financial and economic data analysis and report preparation. He/she shall prove to have been involved in at least two (2) assignments of similar nature in Zambia or Zimbabwe.
6. **Statistician**: At least a Master’s degree in Statistics or related field of Statistical Analysis and with a minimum 10 years post graduate working experience in base line surveys, data analysis and survey report preparation. The Statistician shall prove to have been involved in at least three (3) assignments of similar nature or base line surveys, data analysis and survey report preparation in Zambia or Zimbabwe.
7. **SERVICES AND FACILITIES**

**10.1 Documentation**

The Authority shall provide documents, where available, that may be required for the performance of the services including the Corporate Strategy for 2020 to 2024.

**10.2 Office space and facilities**

The Consultant shall provide own office facilities, for the execution of the services.

## **Cost of accommodation and travel for the survey**

## The Authority will bear the reimbursables at cost for two Consultants for any meetings which may be requested at Head Office (Lusaka, Zambia) or Kariba. Do not include meetings with the Authority in the financial proposal.