



## TERMS OF REFERENCE

### ESTABLISHING A ROBUST QUALITY MANAGEMENT SYSTEM FOR THE ABMUC

#### 1.0 Background/Rationale

ABMUC has in the past made an attempt to set up a quality assurance function in order to address issues of quality in the development of products and the provision of services to valued customers. The institution engaged a consultancy in 2015, the outcome of which was a quality manual, processes, process maps, policies, guidelines and other documents for the different functional areas within the institution. Thereafter there was little follow through to ensure a system wide culture of managing quality in the day to day running of the institution.

It is against this background that there is realisation of a need for a robust quality management system (QMS) that can permeate through all facets of the institution. Quality management is at the core of every organisation that endeavours to provide value to its customers and to provide a unique customer experience. Any institution that envisions growth, excellence and customer focus should embrace the principles of quality management, at the heart of which is continual improvement. QMS is viewed as a wise investment that would result to enhance client satisfaction, more effective and efficient processes and procedures and the establishment of a framework for continual improvement.

Thus ABMUC seeks facilitation to set up, establish and maintain a QMS that would eventually assist the institution to be consistent in provision of high quality products and services. There is a need for the institution to be properly guided on how to establish and maintain a proper QMS.

#### 2.0 Objectives/Purpose

The objective of this initiative is to come up with a robust QMS that can guide both internal and external customers in developing high quality products and providing excellent services. The system should assist the institution in building a quality management culture that can form the basis of every initiative within the institution.

The main aim of an institution wide QMS is to:

- 2.1 Ensure the provision of quality products and delivery of quality services through quality processes.
- 2.2 Ensure consistency of quality products and services by institutionalizing QMS in all departments within the institution, including the arms of the institution.
- 2.3 Facilitate better records management, monitoring and control of business functions, improved customer services, elimination of procedural weaknesses, improved efficiency and effectiveness and consistency in the provision of unique programmes.
- 2.4 Enable everyone in the institution to understand and appreciate the value of QMS and how it could assist every staff member in becoming more competent and adopting a mind-set of “quality as everyone’s business”.
- 2.5 Assist the institution in documenting its QMS and offer solutions on how to ensure that the system is relevant to evolving trends.
- 2.6 Enhance the knowledge of the staff members with regards to principles of quality management especially the risk-based thinking and enhanced process approach.

The consultant to be engaged is to provide guidance and expert knowledge through training throughout the project stages of planning and capacity building, setting up, cascading and implementation, monitoring and evaluation.

### **3.0 Scope of Work/Terms of Reference**

The terms of reference mainly cover the design, implementation and monitoring of a Quality Management System. The activities to be undertaken include:

3.1 Institutional self-assessment

- Conducting an inventory of the documents developed in each functional area and producing a self-assessment report.
- Assessing the institution's readiness to operate a quality management system so as to create a conducive environment.

3.2 Assess the current situation

- Conducting a pre-assessment of the ABMUC, and its subsidiary bodies, to identify where improvements are required.
- Performing gap analysis of the existing documentation of the ABMUC and produce a gap analysis report.

3.3 Develop a quality management framework as part of the inception report.

3.4 Awareness and capacity building for ABMUC staff

- Conducting required trainings that will include
  - (i) top/senior management briefing,
  - (ii) planning, documentation and implementation workshop for project team and,
  - (iii) awareness programme for all employees of the ABMUC.
- Providing comprehensive trainings for all departments within ABMUC on the principles of QMS (aligned to ISO 9001:2015) and recommendations that will ensure that each department is in line with industry specific standards.
- Planning together with the project team of the ABMUC on the ways to address the gaps in order to develop the necessary documentation.
- Developing customised training course material in soft copy (as well as hard copy) for conduct of all necessary subsequent trainings.

3.5 Development and configuration of a Quality Management system

- Guiding ABMUC staff to establish a QMS system in accordance with quality management standards and requirements including but not limited to quality manual, quality policy, quality objectives, processes, procedures, work instructions, forms, templates and other support documentation.

- Developing all mandatory procedures as required in a QMS and guide the project team (set up within ABMUC) on implementing the same.
  - Reviewing and as necessary, giving recommendations as well as guiding the implementation of the appropriate structures, procedures, and other activities aligned with the requirements of a quality management system.
- 3.6 System implementation, its verification and cascading
- Implementing the developed system using key processes.
  - Cascading activities/orientation sessions on the developed and enhanced processes and system.
  - Guided process monitoring and measurement activities to determine effectiveness of the QMS.
  - Conducting a comprehensive auditing trail to verify system implementation.
- 3.7 Consolidate and improve
- Advising the project team on change management and the success factors to support effective implementation of the system.
  - Conducting Internal Auditors training and guiding the Internal Auditor team in conducting required number of internal audits.
  - Reviewing and providing feedback on audit plans;
    - (i) assessing the performance of a few audits and the performance of the internal auditors;
    - (ii) reviewing each audit report and provide comments to the audit team.
  - Offering close guidance in the preparation and review of documents and reports to Management.
  - Assisting in coordination of required management reviews.
  - Guiding the project team to take the necessary corrective actions on identified nonconformities, finalise documents and how to continually improve processes and procedures.
  - Developing a work plan for maintaining the system.

## **4.0 Deliverables**

The outputs will include the followings (but not limited to):

- 4.1 Inception report (including Project schedule with defined milestones; Quality management awareness report; Quality management framework)
- 4.2 Pre-assessment report
- 4.3 Gap analysis report
- 4.4 QMS documentation that is in line with quality management principles like quality management manual, quality policy statements, quality objectives, core processes, procedures for different departments, instructions, records, work instructions guidelines and other support documents like forms and templates
- 4.5 Internal audit reports
- 4.6 Training material and training reports
- 4.7 Implementation and maintenance plan
- 4.8 Process monitoring and measurement activities report
- 4.9 Update reports

## **5.0 Duration of the project**

The project is to be completed 90 (ninety) days from date of commissioning.

## **SUBMISSION SHOULD INCLUDE THE FOLLOWING:**

- Company profile
- Certificate of incorporation
- Company extract
- Tax clearance certificate
- VAT certificate if applicable
- Physical and postal address of business and shareholders
- Copies of Identification of the directors and shareholders (Identity card/passport)
- At least two references