



REPUBLIC OF GHANA  
MINISTRY OF FINANCE  
GHANA ECONOMIC TRANSFORMATION PROJECT (GETP)

**TERMS OF REFERENCE (TOR)**

**CONSULTANCY FOR ISO 9001 CERTIFICATION (QUALITY MANAGEMENT SYSTEMS)**

**1.0 INTRODUCTION**

The World Bank is providing support to the Government of Ghana (GOG) for the implementation of the Ghana Economic Transformation Project (GETP)

The overall development objective of the project is to promote private investments and firm growth in non-resource-based sectors. The guiding principle of the project is to promote and strengthen a growth model that is conducive to economic transformation to achieve higher rates of investment and productivity growth across the economy, especially in non-resource-based sectors. The project has four components, as follows:

**Component 1 - Enabling investments:** This component will focus on improving the enabling business environment, investment attraction capacity, and the quality infrastructure support system for companies that want to invest and grow their businesses in Ghana.

**Component 2 - Crowding-in investments:** Promoting spatial and industrial planning and development. This component will focus on enhancing the government's programs in investment

promotion and spatial development (including Special Economic Zones), thereby addressing the constraint to access quality industrial land in the country.

**Component 3 - Accelerating Entrepreneurship and Micro Small and Medium Enterprise (MSME) growth:** This component will support entrepreneurship and MSME growth in non-resource-based sectors, addressing specifically the limited development of the MSME and entrepreneurship support ecosystem, including early-stage financing.

**Component 4 – Project Management and Evaluation:** This component will finance project management activities, including fiduciary responsibilities, procurement, communication, and dissemination, as well as monitoring and evaluation of project implementation and its impact. This will include capacity building for the Project Coordinating Unit (PCU), the Economic Transformation Unit, and the Resource Mobilization and Economic Relations Division (RMERD) within the Ministry of Finance (MOF).

## **1.1 BACKGROUND**

The Ghana Standards Authority (GSA) is an Agency of Government responsible for developing, publishing and promoting standards with a purpose to promote trade and to protect the public. It was established by an Act of Parliament, and derives its mandate from the Standards Authority Act 1973, NRCO 173 and responsible for enforcement of the provisions of the Weights and Measures Act, NRCO 326 of 1975. Additionally, the GSA is responsible for most of the Quality Infrastructure (QI) functions in the public sector and functions as the National Standards Body, National Metrology Institution and undertakes conformity assessment activities, which includes testing, inspection and certification.

Sub-component 1.3 of the Ghana Economic Transformation Project (GET-P) aims at improving Ghana's QI through supporting the Government's industrialization agenda by strengthening the regulatory and institutional framework for QI services in Ghana. One of the objectives of the Ghana Standards Authority under this sub-component is to work towards ISO Certification for Departments and Units within its operational structures. Specifically, to work towards obtaining

certification for its departments, which are not certified to the ISO 9001:2015 Quality Management System (QMS) standard.<sup>1</sup>

Currently, about twelve (12) out of the thirty-two (32) departments of the Authority are operating in accordance with the requirements of ISO/IEC 17025:2015, a standard that specifies the general requirements for the competence of testing and calibration laboratories. The remaining twenty (20) departments which the Authority is seeking to certify are mostly support departments which are not certified to any international standard. The focus is to incorporate the Management System processes into the Authority's business processes.

The Ghana Standards Authority is seeking to recruit a firm to undertake this assignment, which is to be conducted in two stages namely:

- Preparatory activities which involve the engagement of a consultant to assist with the preparation of all relevant documentation as required by the standard, including training and sensitization of staff
- Assessment of established documentation and subsequent award of certification by the Certification Body

Achieving this action under Component 1, will contribute directly to strengthening investment as well as facilitating trade to make businesses productive and competitive. Productivity results from improving the quality of the business environment and capability of the economy, including skills and capacity of institutions that provide services to local and foreign investors.

## **2.0 OBJECTIVES**

The main objective of this assignment is to prepare twenty (20) departments of GSA not certified for certification to ISO 9001:2015 Quality Management Systems (QMS).

## **3.0 SCOPE OF WORK**

The scope of the assignment is in four distinct phases, which will include:

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<sup>1</sup> ISO 9001:2015 QMS is a standard that specifies the requirements for a quality management system. The standard requires organizations to demonstrate their ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements as well as enhance customer satisfaction through effective application of the system, including processes for improvement. Certification will therefore ensure that activities of the Authority are properly aligned with the requirements of the standard.

- I. Phase I: A gap audit to identify and assess existing GSA processes and documentation based on ISO 9001:2015;
- II. Phase II: Training and sensitization of Staff on the requirements of ISO 9001:2015 (Quality Management System, QMS)
- III. Phase III: Design, Installation and Implementation of ISO 9001:2015; and
- IV. Phase IV: Review of the implementation of established policies, procedures and forms.

### **3.1 Specific Tasks for the Key Expert**

Specific tasks and activities to be undertaken by the firm include:

- Assess the system, study audit reports and propose measures to address findings in the audit report
- Submit a cross reference of issues identified in the audit report across all twenty departments and units
- Provide tailor-made training on ISO 9001:2015 QMS requirements and protocols for internal auditors, quality coordinators and quality officers
- Sensitize top management and key staff on the requirements of ISO 9001:2015 standard
- Develop a QMS based on ISO 9001:2015 to establish documentation requirements for designated departments
- Guide the trained officers to implement the draft and finalized documents – procedures, forms and policies
- Conduct an internal audit program for thirty selected staff of the departments and units under this assignment
- Conduct two-week blank audits
- Submit a report on GSA’s readiness for certification within ten days of final assessment to GSA management
- Provide training on requirements of ISO 9001:2015 for twenty-six (26) internal auditors
- Prepare technical and reference documents to ISO 9001:2015 such as: manuals, procedures and work instructions, policies, forms and charts for all directorates and departments covered under this assignment
- Provide guidance on assessment towards certification by the certification body
- Undertake pre-assessment audit and address challenges and non-conformities from the pre-assessment audits

#### ***3.1.1 Specific Tasks for Other Experts***

- Liaise with quality coordinators and officers under the supervision of the key expert to draft procedures, forms, policies and all other required documentation
- Liaise with the key expert to provide guidance to the quality officers to implement the draft and finalized documents – procedures, forms and policies
- Liaise with the key expert to develop internal audit program for the thirty (30) selected staff drawn from all the 20 departments and units earmarked for certification

- Assist quality officers and coordinators to complete third party certification assessment forms prior to the assessment audit
- Assist the key expert in the development of training programs, manuals and other assessment tools for training of quality officers, internal auditors and quality coordinators
- Liaise with trained internal auditors under the guidance of the key expert to conduct a gap audit to assess the existing system in compliance with the requirements of the ISO 9001:2015 standards
- Facilitate the preparation of all relevant reports
- Guide the trained internal auditors to conduct a sample mock (practice) audit after the internal audit training to access their competence
- Liaise with the key expert to conduct a pre-certification audit for the earmarked departments and units with the GSA Internal audit team
- Liaise with the key expert to review the draft ISO 9001:2015 documentations for the earmarked departments and units

The activities to be undertaken by the consultants are grouped under four (4) phases as explained below.

### **Phase 1: Gap Audit to identify and assess existing GSA processes and documentation based on ISO 9001:2015**

The Ghana Standards Authority being the national standards body has an existing system to manage its operations. To prevent duplication of efforts while ensuring that relevant requirements of the standard are addressed, the firm will be required to assess the system and study audit reports and propose measures to address the issues raised in the audit. In accordance with the requirements of ISO 9001:2015, the firm will be required to submit a cross reference of the issues identified in the audit report across all the twenty (20) departments as well a complete work plan detailing how the proposed assignment will be executed.

### **Phase 2: Sensitization and Training of Staff on the Requirements of ISO 9001:2015 Quality Management System (QMS)**

To ensure that relevant staff and management of Ghana Standards Authority understand the requirements of ISO 9001:2015 QMS, the firm will be required to sensitize top management and key staff on the requirements of ISO 9001:2015 standard. It will also provide tailor-made training on ISO 9001:2015 Quality Management Systems requirements and protocols for internal auditors, quality coordinators and quality officers.

### **Phase 3: Design, Installation and Implementation of ISO 9001:2015**

The firm shall be required to develop a Quality Management System based on ISO 9001:2015 to establish the documentation requirements for the twenty (20) departments. The firm will be required to liaise with the quality coordinators and quality officers to draft the relevant procedures, forms, policies and all required documentations and also guide the trained officers to implement the established documents (procedures, forms, policies). The firm will be required within the assignment period, to conduct an internal auditor training programme for thirty (30) staff selected from the twenty (20) identified departments earmarked for certification.

### **Phase 4: Review of the implementation of established policies, procedures and forms**

After one (1) month of implementation of the established policies, procedures and forms, the firm shall be required to conduct two (2) blank audits; one (1) for the twenty (20) departments against ISO 9001:2015 requirements and the Authority's established protocols which includes Standard Operating Procedures, forms and policies to assess the Authority's readiness for certification. The firm will also provide further assistance to staff to ensure that all corrective actions are implemented to the letter. A report indicating the Authority's readiness for certification shall be submitted to GSA's management within ten (10) business days after the final assessment by the firm.

## **5.0 DELIVERABLES**

At the end of the assignment period, the firm shall be required to complete the following deliverables;

- Inception report
- Interim reports on the major milestones as outlined in the four-phased scope above and should include information on listed components below:
  - *Gap audit report based on the requirements ISO 9001:2015*
  - *Handouts for training*
  - *Training Certificates*
  - *Progress report on implementation of each phase of the assignment as described in three (3) above*

- *Copies of prepared Policies, Procedures and Forms from all twenty (20) departments earmarked for certification*
- *Blank/ Mock System Audit Report*
- *Training evaluation and guidance reports for trained coordinators*
- *Report on non-conformities, challenges and observations raised*
- *Report on addressed non-conformities, challenges and observations and recommendations made*
- *Guidance notes based on assessment report towards certification*
- *Copy of addressed challenges after assessment Audit*
- *Copies of Finalized Manuals and other relevant documents for departmental use*
- *Completion of certification application forms*
- *End of Assignment Reports*

## **6.0 ASSIGNMENT DURATION**

The delivery period for the entire project will be maximum twelve (12) months starting from the date of signing of contract.

## **7.0 ASSIGNMENT LOCATION**

The location of the assignment shall be the Head Office of the Ghana Standards Authority, opposite the Gulf House, Shiashie - Accra.

## **8.0 LINE OF REPORTING**

All communications between the firm and the Ghana Standards Authority shall be channeled directly to the Director General of the Authority with relevant parties such as the Director of Procurement, Project Coordinators and Project Team Leads copied.

## **9.0 PAYMENT SCHEDULE**

Payments to the firm will be made based on the following payment schedules;

- (a) Twenty percent (**20%**) of the total contract sum upon signing the contract and commencement of phase 1
- (b) Forty percent (**40%**) at the end of Phase 2
- (c) Twenty percent (**20%**) on completion of Phase 3 actions

- (d) The remaining twenty percent (**20%**) shall be paid before Certification by the selected Certification Body

#### **10.0 EXPERIENCES AND COMPETENCIES OF THE KEY EXPERT**

The firm shall demonstrate ability and experience in the following areas:

- a. At least 5 years experience in training Auditors and Scheme Managers in ISO 9001:2015
- b. Evidence of IRCA and OH&S accreditation to organize approved training courses
- c. Evidence of establishment of an Integrated Quality Management System Certification Body
- d. Evidence of facilitating the management of relevant Certification Body
- e. At least 5 years experience in facilitating accreditation and certification process
- f. At least 5 years experience in training and workshop facilitation
- g. At least 5 years experience in similar projects in developing countries and in the sub-region
- h. At least 5 years experience in Standardization, Metrology and Conformity Assessment
- i. At least 5 years experience in the installation of management systems for both private and public enterprises
- j. At least 5 years experience in laboratory analyses and Good Laboratory Practices
- k. Knowledge in Measurement Uncertainty as related to ISO/IEC 17025:2017
- l. At least 5 years experience in the delivery of various interventions in quality assurance and quality management
- m. A registered member of the Chartered Quality Institute
- n. Possess valid tax registration/clearance certificates
- o. Certificate of incorporation
- p. Certificate to commence business

#### **10.1 EXPERIENCES AND COMPETENCES OF OTHER EXPERTS (ENGINEER)**

- i. Minimum of a Master's Degree in the Engineering Sciences from a recognized University in Ghana or abroad
- ii. Should have ten (10) years' experience and expertise in the delivery of interventions in quality assurance and quality management
- iii. A minimum of five (5) years' experience in Standardization, Quality Management and Quality Infrastructure implementation and Systems Auditing



- iv. Should have completed a minimum of six (6) similar assignments assisting companies to attain certification to relevant Management System Standards including ISO 9001:2015 Quality Management System (QMS), ISO/IEC 17021:2015, ISO 14000 and ISO 45000 IMS
- v. A minimum of three (3) years' experience in laboratory analyses and Good Laboratory Practices
- vi. A minimum of three (3) years' experience in installation of ISO 9001:2015 for public institutions
- vii. Should be an IRCA/CQI Lead auditor and trainer in ISO 9001:2015 Quality Management Systems and other key Systems such as ISO/IEC 17025:2017 and ISO/IEC 17021:2015
- viii. Should have at least two (2) years' experience in Standardization and Conformity Assessment.
- ix. Should have gained considerable experience with various international agencies involved in the certification/accreditation process

***10.2 EXPERIENCES AND COMPETENCES OF OTHER EXPERTS (BIOCHEMIST)***

- i. Minimum of a Master's Degree in the Biochemical Sciences from a recognized University in Ghana or abroad
- ii. Should have ten (10) years' experience and expertise in the delivery of interventions in quality assurance and quality management
- iii. A minimum of five (5) years' experience in Standardization, Quality Management and Quality Infrastructure implementation and Systems Auditing
- iv. Should have completed a minimum of six (6) similar assignments assisting companies to attain certification to relevant Management System Standards including ISO 9001:2015 Quality Management System (QMS), ISO/IEC 17021:2015, ISO 14000 and ISO 45000 IMS
- v. A minimum of three (3) years' experience in laboratory analyses and Good Laboratory Practices
- vi. A minimum of three (3) years' experience in installation of ISO 9001:2015 for public institutions
- vii. Should be an IRCA/CQI Lead auditor and trainer in ISO 9001:2015 Management Systems and other key Systems such as ISO/IEC 17025:2017 and ISO/IEC 17021:2015
- viii. Should have at least two (2) years' experience in Standardization and Conformity Assessment.
- ix. Should have gained considerable experience with various international agencies involved in the certification/accreditation process

***10.3 EXPERIENCES AND COMPETENCES OF OTHER EXPERTS (PHYSICIST)***

- i. Minimum of a Master's Degree in the Physical Sciences from a recognized University in Ghana or abroad.
- ii. Should have ten (10) years' experience and expertise in the delivery of interventions in quality assurance and quality management
- iii. A minimum of five (5) years' experience in Standardization, Quality Management and Quality Infrastructure implementation and Systems Auditing
- iv. Should have completed a minimum of six (6) similar assignments assisting companies to attain certification to relevant Management System Standards including ISO 9001:2015 Quality Management System (QMS), ISO/IEC 17021:2015, ISO 14000 and ISO 45000 IMS
- v. A minimum of three (3) years' experience in laboratory analyses and Good Laboratory Practices
- vi. A minimum of three (3) years' experience in installation of ISO 9001:2015 for public institutions
- vii. Should be an IRCA/CQI Lead auditor and trainer in ISO 9001:2015 Management Systems and other key Systems such as ISO/IEC 17025:2017 and ISO/IEC 17021:2015
- viii. Should have at least two (2) years' experience in Standardization and Conformity Assessment.
- ix. Should have gained considerable experience with various international agencies involved in the certification/accreditation process

#### **11.0 CRITERIA FOR ENGAGEMENT ARE:**

#### **12.0 RESOURCES TO BE PROVIDED BY GSA**

To facilitate effective delivery of plan programmes and activities, the Ghana Standards Authority shall ensure that the following facilities/resources are provided to the consultant to aid his/her work.

- Training room equipped with sufficient furniture, projectors, white board and flip charts
- Stationery for preparation of training materials to be used by trainees
- Quality coordinators and officers drawn from the twenty (20) departments
- In-house sensitization of departments prior to gap audit
- Meeting room / office for consultant within the project period

#### **13.0 SUBMISSION OF EXPRESION OF INTEREST**

The Ministry of Finance invites eligible firms to indicate their interest in providing the services mentioned above. Interested firms should provide information demonstrating the requisite qualifications and experience to perform the services.

### **Annex 1: Scope of Certification**

The scope of certification to ISO 9001:2015 Quality Management Systems (QMS) shall cover the following non-certified departments within the Ghana Standards Authority.

- Technical Coordination Services Department
- Engineering and Basic Standards Department
- Food, Chemical and Material Standards Department
- Marketing Department
- Public Relations Department
- Procurement Department
- Stores Department
- Human Resource Department (including secretariats of the Director General and Deputy Director Generals)
- Planning Department
- Monitoring and Evaluation Department
- Business Development Department
- Administration Department
- Accounts Department
- Finance Department
- Information Technology Department
- Imports Inspection Department
- Product Inspection Department
- Laboratory Equipment Services Department
- Legal Department
- Audit Department

A brief description of the various functions performed by these departments is presented as follows:

- Food, Chemistry and Material Standards Department: Facilitates the development of standards on Food, cosmetics, drugs and chemical products such as paints and varnishes, insecticide sprays, plastics and plastic products, textiles and petroleum products etc.
- Engineering and Basic Standards Department is responsible for the development of standards on all electro-technical products, waste water management systems, metrology and measurement, wood and wood products, building and general construction and oil and gas.
- Technical Coordination Services Department undertakes the dissemination of information on standards and related documents and facilitates Ghana's involvement in regional and international standardization activities.
- The Marketing Department provide efficient services through the provision of innovative marketing services for result oriented management of the Authority. This includes sensitizing businesses on the benefits of Standardization and related activities, organization of outreach programmes for supermarkets and shopping malls and organization of essay competitions about standardization for tertiary students etc.
- The Public Relations Department undertakes activities aimed at promoting the image and operations at all levels of the Authority. It includes among other things awareness creation on major activities and the development and publication of promotional materials on Metrology, Standardization and Conformity Assessment activities.
- The Procurement Department facilitates the procurement of operational logistics, equipment, services and consumables to secure the judicious, economic and efficient use of the Authority's resources to ensure that procurement is carried out in a fair, transparent and non-discriminatory manner.
- The Stores Department collaborates with the procurement department to procure quality goods and services in accordance with the Public Procurement ACT. It also oversees the efficient management (receipt and disposal) of stocks of the Authority. Some of these activities includes annual stock taking, valuation of issues, preservation of orders while in stock and requisition from stores.

- Human Resource Department is responsible for the enhancement and development of the Authority's human resource capital, as well meeting the human resource needs of the Authority by facilitating recruitment and hiring of productive work force reflective of the Authority's diversity.
- The Planning Department undertake various functions to ensure the availability of data/information to aid effective decision making of GSA. The specific functions include but not limited to the preparation of work programmes and other relevant Plans for all functional areas of the Authority, preparation of progress reports to major stakeholders (SIGA, MOTI, MOF, and NDPC), facilitates the review of rates, fees and charges for GSA and budget preparation etc.
- Monitoring and Evaluation Department: The Department undertakes Monitoring and Evaluation of the Authority's operations to track and identify concerns of the directorates.
- Business Development Department: The department performs functions ranging from enforcement of GSA's mandate on the domestic market, project planning and management, marketing and promotion of GSA activities, evaluation of current business processes and maintaining strategic business relationships with both private and public institutions amongst others.
- Administration Department: Facilitates activities of the Security, Transport and Facilities Units respectively. The department's activities includes provision of safe and reliable vehicular support, maintenance of all offices equipment and facilities and provision of adequate security for both employees and clients.
- The Accounts and Finance Departments ensures the provision of services geared towards ensuring sound and efficient Financial Management activities to sustain the Authority financially. They provides specific services such as preparation of annual financial statements, processing and payment of employees' compensation, management of accounts receivables and payables, assets and stock management.
- Information Technology Department: Carry out maintenance of the Authority's Information Technology System to facilitate the Authority's operations. It provides

hardware and software assistance and guidance to GSA staff to ensure effective and efficient delivery of their functions.

- Import Inspection Department undertakes the registration and inspection of imported High Risk Goods (HRGs) at designated entry points across the country to safeguard the health and safety of consumers as mandated by L.I 1541, (General Labelling Rules). It is to ensure that only imported products conforming to applicable Ghana Standards and Technical Regulations are allowed into the country.
- The Product Inspection Department conducts inspection of factories, facilities, processes and products for export and certification. It to ensure that Ghanaian products or consignments meant for export conform to the quality requirements of their designated markets. Factory Inspection is done to ensure compliance to applicable Standards and Technical Regulations prior to the issuance of Certification licence.
- Laboratory Equipment Services Department: Undertake routine maintenance as well as repairs of laboratory equipment to minimize the chance of breakdown during operations and to ensure continuous usage.
- Legal Department: The Legal Department of the Authority provides legal services in the area of drafting and review of Contracts, Agreements and documents. It also facilitates the gazetting of Ghana Standards in the Ghana Gazette including the provision of General Legal advice to the Authority to aid informed decision making.
- The Audit Department provides the needed internal audit functions to facilitate sound, effective and informed decision making by management of the Authority. It also conducts Operational and Management audits on the operations of the Authority to complement the financial gains of the Authority.

## **Annex 2: Definition of Terms**

**Metrology** involves the inspection, verification and calibration of weights, measures, weighing and measuring instruments as mandated by the Weights and Measures Act, 1975, (NRCD 326) and it's done to ensure that all weights, measures, weighing and measuring instruments being used for trading purposes operate within acceptable limits of error. Measurement is one of the key

requirements for quality products and services which not only affects the users' well-being but also affect the national economic development through trade.

**Standardization** involves the development of relevant National Standards in collaboration with stakeholders as well as the dissemination of Standards and related subjects as mandated by the Standards Act, 1973 (NRCD 173). Standards help to remove technical barriers to trade, leading to the creation of new markets and economic growth for industry. It help companies to be innovative, reduce costs, improve quality and maintain competitiveness in the international market.

**Conformity Assessment** activities are undertaken to assess conformance of a product or service to the requirements of applicable standard(s). It comprises of Inspection, Testing and Certification operations. Effective delivery of these activities facilitates trade, ensures consumer protection and promote industrialization.