

Consultancy Services - OWWSC Business Plan Development – 5 years (2022-2026)

1. SCOPE OF WORK (SOW)

Given that this BP will be the first major output of the merged company it will be necessary for the Consultant to review documents, plans, studies from the previously separate companies and establish opportunities to develop more integrated ways of working.

The assigned Consultant will be expected to perform a comprehensive, but brief review of the vision, mission, values, strategic themes and other elements of strategic plan prepared by client, engage with all departments within the merged company and review other business documents related to the operation of the business. The Consultant should use this assessment to establish the AS-IS status of the business, identifying the strengths and weaknesses of its operation. The Consultant should also assess the work done by the Client so far in developing the BP.

Some of the key deliverables that the Consultant is expected to provide are as follows, but please note the list is not exhaustive and the Consultant should provide a more extensive range of activities in developing its proposal. The Consultant shall:

- develop a BP in accordance with the predecessor's BPs and conduct a full business review;
- conduct a quick/brief review of the 5 years Financial Plan (FP);
- revisiting Market Economic and Competitive Analysis;
- develop and define the Business / Operational Model of the new integrated company;
- propose the template/structure of the BP and agree with the client on the methodology for developing the BP;
- prepare a clear BP schedule showing the timeline for each task (e.g. detailed action plan including: task name, actions to be completed, start date and end date, etc.);
- conduct engagement sessions with all relevant stakeholders (as agreed with the Strategic Planning & Economic (SP&E Department) in developing/confirming the elements of the BP;
- develop strategic initiatives including execution plans in the agreed upon template (actions, by whom, by when etc.);
- conduct/ propose workshops and meetings with the concerned division/departments and key stakeholders together in coordination with the SP&E Department,
- align the BP with the strategic direction of Nama Holding Company, Oman Investment Authority (OIA) and initial Price Control (PC);
- review information from previous studies or plans and integrate the plans, when appropriate, into the new BP;
- develop a strategy implementation and communication plan for easy tracking of the strategy execution within the organization. This document should be a standalone document to the BP and set out how the aspirations of the BP will be communicated to all stakeholders.
- present the interim, draft and final outcomes to the BoD/Executive Leadership Team/Management and other concerned stakeholders as agreed with SP&E Department;
- appoint his team to work alongside with the Client's team to ensure maximum opportunities for knowledge transfer.

- be based in OWWSC's office for the duration of the assignment. If, in the event of new restrictions due to COVID-19, the Consultant should submit a clear plan for executing the tasks through a virtual platform;
- have relevant professional qualifications and adequate experience to demonstrate their suitability for this assignment. A minimum of 10 years of experience in developing BPs, mainly in the water & wastewater sector is mandatory; also experience in integration and mergers of businesses would be preferred. References and evidences will be required.

2. KEY DELIVERABLES

The Consultant shall provide the following:

- a detailed and extensive BP for the new integrated company. A draft version of the BP should be provided for sharing with internal stakeholders and receiving their comments;
- Technology Plan, human resources, operational plans to be incorporated within the BP;
- detailed work plan for the implementation of the BP, including a detailed description of each task, details of resources engaged against times for the various tasks, sub-tasks under this assignment;
- minutes of all meetings attended in connection with this assignment. All findings to be submitted;
- weekly time sheets for both completed week and that (following week) planned for the resources engaged. This shall be submitted every Thursday or last working day for that week;
- final close out report with all documents used by the Consultant for this project;
- descriptions, collected data, findings, reviews and analysis, conclusions and recommendations and presentations/documentation related to the subject to be provided to the SP&E Department;
- weekly/monthly progress reports as required;
- All deliverables are to be submitted both as hard copy and as soft copy;

3. PROJECT PERIOD

- This assignment is estimated to be completed within 6 calendar months from the date of commencement excluding time taken for approval by the Client.