



METRO EXPRESS LTD

EXPRESSION OF INTEREST (EOI)

FOR

PROVISION OF CONSULTANCY SERVICES FOR THE
DEVELOPMENT AND IMPLEMENTATION OF AN INTEGRATED
MANAGEMENT SYSTEM (IMS) AND SUPPORT TOWARDS ISO
CERTIFICATION

Procurement Ref: MEL/EOI/0461/26

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1. Introduction

Metro Express Ltd (MEL) is a registered Mauritian company wholly owned by the Government of Mauritius and is responsible for the operation and maintenance of the light rail transit system in Mauritius.

As part of its commitment to operational excellence, continual improvement, environmental sustainability, occupational health and safety, and the consistent delivery of quality services, MEL intends to establish and implement an Integrated Management System (IMS).

MEL therefore intends to retain the services of a suitably qualified and experienced ISO Management Systems Consultant to accompany the organisation in the development, implementation and embedding of an IMS and to provide support throughout the process leading to third-party ISO certification.

The IMS shall integrate the requirements of the following management system standards, using the current editions applicable at the time of implementation and certification, including relevant amendments and transition requirements:

- ISO 9001 - Quality Management Systems;
- ISO 14001 - Environmental Management Systems; and
- ISO 45001 - Occupational Health and Safety Management Systems.

Certification shall be undertaken separately by an independent Certification Body accredited by a recognised international accreditation body for the applicable management system standards.

2. Objective of the EOI

The objective of this Expression of Interest is to identify and shortlist competent ISO Management Systems Consultants having the experience, expertise and resources required to support MEL in establishing an effective and sustainable IMS and in progressing successfully towards third-party certification.

The selected Consultant will be expected to work closely with MEL Management, the designated IMS team, process owners and relevant employees to build on existing arrangements, address identified gaps, strengthen organisational capability and ensure that the IMS is effectively implemented across the organisation.

3. Scope of Consultancy Services

The scope of the consultancy shall include, but not necessarily be limited to, the following:

3.1 Inception and Gap Assessment

- Conduct an inception meeting with MEL Management and the designated IMS team and agree on the implementation approach, responsibilities and work programme.
- Review MEL's organisational context, activities, existing policies, procedures, Standard Operating Procedures, work instructions, registers, records and other relevant management arrangements.
- Undertake a comprehensive gap assessment against the applicable requirements of ISO 9001, ISO 14001 and ISO 45001.
- Identify existing processes and controls that can be retained, strengthened or integrated, and identify gaps and priority improvement actions.
- Support MEL in defining the proposed scope and boundaries of the IMS.
- Prepare a Gap Assessment Report and an implementation roadmap setting out actions, responsibilities, priorities and an indicative timeframe.

3.2 IMS Development and Integration

- Advise and assist MEL in establishing an integrated management framework that addresses the requirements of the applicable standards.
- Review and, where necessary, assist in developing or improving policies, procedures, process maps, registers, templates and other documented information required for the effective operation of the IMS.
- Facilitate the identification and evaluation of organisational risks and opportunities, environmental aspects and impacts, occupational health and safety hazards and risks, and applicable compliance obligations.
- Support the establishment of measurable objectives, performance indicators, operational controls, monitoring arrangements and continual improvement mechanisms.
- Ensure, as far as practicable, that the IMS builds upon MEL's existing systems and avoids unnecessary duplication or parallel documentation.

3.3 Implementation, Training and Capacity Building

- Provide hands-on guidance and coaching to process owners and relevant departments during implementation of the IMS.
- Conduct appropriate awareness sessions for Management and employees on the IMS and the applicable ISO requirements.
- Provide targeted training and practical support to personnel assigned responsibilities under the IMS.
- Train and coach designated MEL personnel to perform integrated internal audits and assist MEL in establishing an internal audit programme.
- Monitor implementation progress, identify outstanding actions and provide periodic progress updates to MEL.
- Ensure effective knowledge transfer so that MEL can maintain and continually improve the IMS after completion of the assignment.

3.4 Internal Audit and Management Review Support

- Assist MEL in preparing for and carrying out its IMS internal audit programme through coaching and practical guidance to MEL's designated internal auditors.
- Support MEL in analysing audit findings, determining root causes and establishing appropriate corrective actions.
- Guide MEL in compiling the required inputs for Management Review and support the preparation and facilitation of the review process. The Management Review shall remain the responsibility of MEL's Top Management.
- Support the closure and verification of actions arising from internal audits and Management Review.

3.5 Certification Readiness and Support through Third-Party Certification

- Conduct a comprehensive pre-certification/readiness assessment to determine the level of conformity and preparedness of MEL's IMS for external certification.
- Identify any remaining gaps and assist MEL in implementing the necessary corrective and improvement actions prior to the certification audit.
- Where requested, provide technical advice to MEL on the requirements for appointing an independent Certification Body and on verifying the suitability and accreditation status of prospective Certification Bodies.
- Support MEL in preparing for the Stage 1 and Stage 2 certification audits conducted by the independently appointed Certification Body.
- Provide technical assistance to MEL during the external certification process and support the analysis and satisfactory closure of any findings raised by the Certification Body.

3.6 Handover and Sustainability

- Hand over all agreed IMS documentation, tools and records developed specifically for MEL under the assignment in editable format.
- Provide guidance to MEL on maintaining the effectiveness of the IMS, preparing for surveillance audits and pursuing continual improvement.
- Submit a final assignment report summarising the work undertaken, achievements, outstanding actions, where applicable, and recommendations for sustaining the IMS.

4. Expected Deliverables

The main deliverables expected from the assignment shall include the following:

No.	Deliverable
1	Inception Report and detailed implementation work programme
2	Comprehensive IMS Gap Assessment Report and implementation roadmap
3	Defined IMS scope, process framework and integrated management arrangements
4	Reviewed/developed IMS policies, procedures, registers, templates and other documented information, as applicable
5	Management and employee awareness/training and internal auditor capacity building
6	Implementation progress reports and action tracking
7	Support for internal audit, corrective actions and Management Review
8	Pre-certification/readiness assessment and Certification Readiness Report
9	Support during Stage 1 and Stage 2 certification audits and closure of certification findings
10	Final handover and IMS sustainability/continual improvement recommendations

5. Eligibility and Experience Requirements

Interested Consultants shall demonstrate that they possess the competence, experience and resources necessary to successfully undertake the assignment. Applicants should:

- be a legally established consultancy firm or other eligible professional entity authorised to provide management consultancy services;
- have at least five (5) years of demonstrated experience in ISO management system consultancy and implementation;
- demonstrate successful experience in the development and implementation of Integrated Management Systems incorporating ISO 9001, ISO 14001 and ISO 45001;
- provide evidence of having accompanied organisations through implementation and successful third-party certification;
- demonstrate experience with organisations of comparable size and/or operational complexity;
- have sufficient professional and technical resources to undertake the assignment within the proposed timeframe; and
- provide satisfactory client references for similar assignments.

Experience in transport, railway, infrastructure, engineering, utilities, industrial operations or other safety-critical and complex operational environments will be considered an advantage.

6. Proposed Key Personnel

The proposed consultancy team shall collectively demonstrate adequate expertise in Quality, Environmental and Occupational Health and Safety Management Systems, integrated management systems, management system auditing, process improvement, training and preparation for third-party certification.

The proposed Lead IMS Consultant/Team Leader should possess:

- an appropriate academic and/or professional qualification;
- recognised Lead Auditor qualification(s) for the relevant ISO management system standards, such as CQI-IRCA certification or a recognised equivalent;
- substantial practical experience in the development and implementation of ISO management systems;
- demonstrated experience in leading integrated ISO implementation assignments; and
- experience in supporting organisations through successful third-party certification.

Applicants may propose specialist personnel for Quality, Environment and Occupational Health and Safety where appropriate. CVs and evidence of qualifications/certifications of all proposed key personnel shall be submitted.

7. Duration and Work Programme

Applicants shall propose a realistic implementation timeframe covering the period from commencement of the assignment through certification readiness and support during the external certification process. The proposed programme shall clearly identify the main phases, activities, deliverables, milestones, proposed on-site and remote inputs, expected involvement of MEL personnel and key dependencies.

The final implementation programme and mobilisation arrangements shall be agreed with MEL following appointment of the Consultant.

8. Information to be Submitted

Interested Consultants are requested to submit an Expression of Interest containing sufficient information to demonstrate their capability and suitability for the assignment, including:

1. Letter of Expression of Interest;
2. company profile, Business Registration Number and relevant registration information;
3. number of years of operation and principal areas of expertise;
4. details of relevant experience in ISO 9001, ISO 14001 and ISO 45001 implementation and Integrated Management Systems;
5. a list of similar assignments completed during the last five (5) years, indicating the client, country, nature and scope of assignment, ISO standards involved, period of assignment and certification outcome, where applicable;
6. details of relevant experience in transport, railway, infrastructure, engineering, utilities, industrial or other complex operational environments;
7. proposed consultancy team, including CVs, qualifications, professional certifications and relevant experience;
8. evidence of recognised Lead Auditor qualifications or equivalent for proposed key personnel;
9. a brief understanding of the assignment and proposed implementation approach;

10. indicative implementation programme and proposed deployment arrangements;
11. details of training and knowledge-transfer capability;
12. references/testimonials and contact details of relevant clients;
13. declaration of any actual or potential conflict of interest, including any relationship with Certification Bodies;
14. details of any proposed association, joint venture or specialist sub-consultant, where applicable; and
15. any other information considered relevant to demonstrate the Consultant's competence, capacity and suitability.

A detailed financial proposal is not required at the EOI stage. Shortlisted Consultants will subsequently be invited to submit detailed Technical and Financial Proposals in accordance with the Request for Proposal to be issued by MEL.

9. Independence and Conflict of Interest

The Consultant shall provide professional, objective and impartial advice and shall disclose any actual or potential conflict of interest that may affect the assignment.

Any commercial, ownership, partnership, referral or other relationship between the Consultant and a Certification Body that may subsequently be considered by MEL shall be fully disclosed. The Consultant appointed under this assignment shall not act as the independent Certification Body for MEL under the same assignment.

10. Confidentiality and Ownership of Information

The successful Consultant, its staff, representatives, associates and sub-consultants shall maintain strict confidentiality in relation to all information obtained during the course of the assignment and shall restrict disclosure to personnel who require such information for the performance of the assignment and who are subject to equivalent confidentiality obligations.

The confidentiality obligation shall remain applicable during and after completion or termination of the assignment. All reports, procedures, registers, templates and other deliverables specifically developed for MEL and paid for under the assignment shall be handed over to MEL in editable format, subject to any pre-existing proprietary material expressly identified by the Consultant.

11. Format and Language

All submissions and deliverables shall be in English. Final deliverables shall be provided electronically in PDF and editable Microsoft Word, Excel, PowerPoint or other agreed editable formats, as applicable.

12. Evaluation and Shortlisting

Expressions of Interest will be evaluated on the basis of the information submitted by applicants. The evaluation will consider, amongst others:

- general experience and capability of the Consultant;
- demonstrated experience in Integrated Management System implementation;
- successful experience in supporting organisations towards ISO certification;
- experience with organisations of comparable size and operational complexity;
- relevant sector experience;
- qualifications and experience of proposed key personnel;

- understanding of the assignment and proposed approach;
- capacity and availability to undertake the assignment; and
- satisfactory client references.

Following evaluation of the Expressions of Interest, MEL intends to establish a shortlist of suitably qualified Consultants. Shortlisted Consultants will thereafter be invited to submit detailed Technical and Financial Proposals.

Submission of an Expression of Interest does not constitute an award or commitment by MEL to engage any applicant. MEL reserves the right to verify qualifications, credentials, references and previous assignments submitted by applicants.

13. Clarifications.

Requests for clarification regarding this Expression of Interest shall be addressed to the Procurement Department of Metro Express Ltd at procurement@metroexpressltd.org before Monday 14th September 2026.

14. Deadline for submission of Applications

- (i) Interested applicants shall seal the original and one copy of the application in one single envelope bearing the information hereunder:

“Expression of Interest - Consultancy Services for the Development and Implementation of an Integrated Management System (IMS) and Support towards ISO Certification”

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- (ii) Applications addressed to the Chief Executive Officer should be deposited at:

*The Registry,
Metro Express Ltd,
Admin Building
Richelieu Depot,
Petite Riviere ,91304*

All submissions should reach Metro Express Ltd on Friday 18th September 2026 at 13:30 Hours at the latest. Applications received after the prescribed date and time will not be accepted.

15. Reservation of Rights

Metro Express Ltd reserves the right to accept or reject any Expression of Interest, to annul the shortlisting process or to amend the requirements of the assignment in accordance with its applicable procurement procedures, without thereby incurring any liability towards any applicant.