



TERMS OF REFERENCE QUALITY MANAGEMENT SYSTEM CONSULTANT

1. **BACKGROUND**

1.01. The Caribbean Community Single Market and Economy (CSME) was established in 1989 to provide more and better opportunities to produce and sell goods and services, increase competitiveness, provide employment and improved standards of living for the people of the Caribbean Community¹. The CSME now boasts some successes in the areas of functional cooperation, economic integration and foreign policy coordination. Within these categories, the implementation of the common external tariff, free movement of skills and the establishment of regional quality and research institutions are of significance to trade.

1.02. Notwithstanding the achievements of the CSME, challenges in intra-regional trade still remain. Some of the key constraints (particularly for manufacturers, exporters and service providers) in CARICOM are related to challenges in overcoming Technical Barriers to Trade (TBTs²) in order to increase market access and penetrate new markets. Most of these TBTs are related to a weak quality infrastructure and developing related institutions in the CARICOM region.

1.03. A Quality Infrastructure (QI) is "the institutional framework that contains mechanisms for developing standards, ensuring accuracy of measurements (metrology), verifying conformity to standards through inspection, testing and certification (conformity assessment), assuring competence in conformity processes (accreditation), and promoting awareness through information and education campaigns. Some of the specific challenges identified in relation to quality infrastructure in the CSME are as follows:

- (a) Technical regulations, standards and conformity assessment³ regimes are not well known to all CARICOM manufacturers, exporters and service providers leading to limited compliance with national, regional and international requirements.

¹ <http://caricom.org/caricom-single-market-and-economy>

² “Technical Barriers to Trade” refers to the use of technical regulations, minimum standards and certification systems for health, safety and environmental protection to supply information about products and which may result in barriers to trade.

³ Conformity Assessment refers to any activity to determine, directly or indirectly, that a process, product, or service meets relevant technical standards and fulfils relevant requirements.





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- (b) Key standards, technical regulations and conformity assessment procedures are not harmonized regionally leading to imperfect regional and national quality infrastructure legislative and regulatory framework.
- (c) Relatively low number of certified firms resulting in weaker competitive advantages in the extra regional trade arrangements. This also impacts the price and stability of trade arrangements.
- (d) Inadequate mutual recognition and acceptance of conformity assessment regimes and also product certification in Member States.
- (e) Limited awareness of quality issues resulting in weak culture of quality; especially amongst public sector policy makers, civil society and consumers.

1.04. The aforementioned challenges have not only impacted intra-regional trade but have also constrained access to international markets, especially those liberalized through the European Union (EU) CARIFORUM Economic Partnership Agreement (EPA). For example; pepper sauces from the CARICOM region were denied entry into the European markets for the presence of a banned additive/chemical, and were returned based on non-compliance to standard and conformity assessment requirements of the importing country. Having a quality management system enforces the quality checks on inputs, in-process production as well as outputs and thereby reduces the likelihood of preventing the exports of inappropriate products.

1.05. Since its inception, The CARICOM Regional Organisation for Standards and Quality (CROSQ) has been actively engaged in establishing regional systems and mechanisms for the development of a Regional Quality Infrastructure (RQI) as well as providing support through its programmes to Member States for their national quality infrastructure development. It is responsible for the development and/or harmonisation of a regional quality infrastructure to facilitate trade both intra and extra regionally; to ensure consumer safety and to protect the environment.

1.06. The effort to have private sector firms align their operations with international best practices and considering quality in all aspects of their production process is the first step to significantly enhancing the confidence in products and services for export markets. Additionally, it redounds to reducing operational cost and increasing efficiencies. The end result is improved competitiveness, increased revenue and improved product quality.

1.07. Since May 2021, CROSQ has been supporting private sector firms to achieve international quality management system certification under the 11th European





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Development Fund (EDF) programme entitled “Support to CARIFORUM States in furthering the implementation of their economic partnership agreement commitments and in meaningfully reaping the benefits of the agreement”. Consultants are being contracted to assist with this process and will facilitate the process in the identified and selected organisation.

2. OBJECTIVE

2.01 The goal of this assignment is to provide technical support over the period June 2022 to June 2023 to **Complete Healthcare Solution Limited (Jamaica)** hereafter referred to as the Firm, towards the implementation of an internationally recognised Quality Management Systems (QMS); namely the **ISO 22000:2018 Food safety management systems — Requirements for any organization in the food chain**, so that they can become certified to conduct their activities in accordance with their mandate.

3. SCOPE OF WORK

3.01 The Consultant will carry out the activities described hereunder and any other activities necessary to accomplish the stated objectives of the consultancy assignment, whether or not a specific activity is cited in these terms of reference. Throughout the assignment, the Consultant will liaise with a Project Team, which will be appointed to lead and monitor the Project. The Consultant is also required to provide monthly updates providing precise information on progress made based on activities outlined in terms this reference. These updates are due no later than three weeks after the end of each month. Note these updates are separate from the payable deliverables outlined in Section 5 below.

3.02 The specific objective of the consultancy is to facilitate the readiness for internationally recognized certification of the firm as per the indicative activities described below:

- (a) Carry out a technical audit/gap analysis of the firm, to access and compare their current operations to the requirements of ISO 22000:2018.
- (b) Prepare a technical audit/gap analysis report, with recommendations for closing observed gaps, including an equipment (and other asset) listing as necessary and produce an implementation plan.
- (c) Assess the training needs of staff in the Firm based on the gap analysis carried out and formulate an overall training programme. Ensure that trainings are competence based and where possible - gender-balanced





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ensuring that the composition of teams are taken into account.

- (d) Review and as necessary, give recommendations as well as guide the implementation of the appropriate structures, procedures, and other activities that is aligned with the certification requirements of the ISO 22000:2018.
- (e) Advise on the establishment of an audit team to carry out performance and internal systems audits and draft procedures for internal audit functions.
- (f) Design and deliver the required QMS training for the technical staff of the Firm on the application of the respective standard and on the conduct of internal audits/management reviews. The workshops should be carried out on a ‘train-the-trainer’ basis and topics should include but not limited to the following:
 - (i) Managing certification systems for the Firm’s technical staff and the Quality Manager (as applicable);
 - (ii) Internal Auditing for technical staff;
 - (iii) Introduction to the (“relevant”) ISO 22000:2018 standards;
 - (iv) Procedures writing for QMS;
 - (v) Control Measures as applicable for the technical staff;
 - (vi) Root Cause Analysis.
- (g) In consultation with Firm’s technical and managerial staff, create templates and other forms that comply with the respective standard and are acceptable to the firm.
- (h) Review the preliminary and revised drafts of all documentation submitted by the Quality Manager (e.g. the quality manual, standard operating procedures, work instructions and personnel records), provide detailed feedback and approve final documentation.
- (i) Review and provide feedback on the Audit Plans; assess the performance of a few audits and the performance of the internal auditors; review each Audit report and provide comments to the audit team.



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- (j) Assist the Firm in preparing its application to a recognized Certification Body from the region as approved by CROSQ.
- (k) Review the results of the pre-assessment audit conducted for the Firm by the Certification Body and assist the Firm to close the gap to Certification and prepare an end-of-project report, which includes recommendations on any way forward for the Firm.

3.03 In conducting the assignment, the Consultant is required to facilitate the participation and engagement of the relevant staff at the facility.

4. DURATION

4.01 This assignment is for a total of 30 person-days over the period of the certification of the firm. The firm must be certified within a period not exceeding 12 months.

5. DELIVERABLES AND REPORTING REQUIREMENTS

5.01 The consultant will report to the Project Coordinator, CROSQ and will be required to submit/deliver the following:

- (a) Within two weeks of commencing the assignment, an **Inception Report** containing a detailed work plan and schedule.
- (b) Within one month of commencing the assignment, **Gap Analysis Report and Implementation Plan** for the firm including perspective and concept/plan for the governance structure.
- (c) A Report containing detailed feedback on the **preliminary drafts of the QMS documentation and planned upgrades** as per time lined in the Implementation Plan.
- (d) A Report containing detailed feedback on the **final drafts of the QMS documentation** and progress of activities and achievements as per workplan.
- (e) A Report that outlines all **training** workshops conducted, a draft in-house training programme and related training materials along with details of the assignment, including activities performed; results obtained; recommendations and follow-up actions required; number of persons trained; the participant's evaluation of the training.





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- (f) A Report showing detailed feedback on the **pre and final preparation to Certification** of the Firm along with any recommendations arising.
- (g) A **Final Report** containing detailed feedback on the certification support to the certified Firm.

6. QUALIFICATIONS AND EXPERIENCE

6.01 The consultant should possess the following qualifications and experience:

- (a) At least a Bachelor of Science (BSc) degree in Natural Sciences, Applied Sciences, Engineering or any other related field.
- (b) At least 10 years' work experience in implementing Quality Management Systems (QMS) of which at least of 5 years' experience implementing ISO 22000:2018 or like Standard in a similar type organization.
- (c) Technical training and experience in a QMS with Lead Auditor certification and skills in the CARICOM Region or in a developing country will be an asset.
- (d) Strong interpersonal and communication skills; ability to be tactful and flexible in dealing with personnel at all levels of an organisation.
- (e) Excellent command of the written and spoken official language(s) of the firm's country.

7. SUBMISSIONS

7.01 Proposals and Curriculum Vitae(s) are to be sent to Mr. Terry Hutchinson at terry.hutchinson@crossq.org and copied to Ms. Patrine Hinds at patrine.hinds@crossq.org by **1:00 pm Atlantic Standard Time on May 23, 2022**. The proposal will be evaluated on the following criteria: Education; Experience; Skills and Competences; Adequacy and Technical approach. The proposal must include a separate financial indication of man day rates and consultancy charges. CROSQ reserves the right to negotiated rates with the most technically eligible respondent.

