

TERMS OF REFERENCE

PROJECT OFFICER

1. BACKGROUND

1.01 Haiti has a long history of political and social crises, persistent fiscal imbalances, and extreme vulnerability to natural disasters. Haiti also faces intersecting crises, including famine, cholera, fuel shortages, and economic collapse.^{1/}

1.02 Demographically, Haiti has a youthful and increasingly urban population, with a median age of 22.7 years. While infant mortality remains high (59 deaths per 1,000 live births), the population has grown steadily at 1.5% annually. More than half of the population is under 25, and a significant portion of youth (19%) are not in employment, education, or training (NEET), with urban areas and women disproportionately affected.

1.03 Poverty remains widespread, particularly in rural areas, with 58.5% of Haitians living in poverty. The Multi-Dimensional Poverty Index reports 41.3% of the population as multi-dimensionally poor, with significant contributors including inadequate living standards, health, and education deprivations. Women and persons with disabilities are especially vulnerable.

1.04 Gender-based inequality remains a major development challenge. Haiti ranks 163rd on the Gender Inequality Index (GII), with low female political representation (2.7% of parliamentary seats) and lower educational attainment among women. Female labor market participation (60.7%) lags behind men (68.9%), and women dominate the informal sector, earning lower wages. Gender disparities exacerbate vulnerabilities, particularly in post-disaster situations, where women and girls face heightened risks of exploitation and violence.

1.05 Over the past five years, Haiti has endured multiple natural disasters, including cyclones and earthquakes. In 2023, severe flooding and a 4.9 magnitude earthquake further compounded economic hardships. These recurring disasters strain fiscal resources, limiting the government's ability to balance social programs with critical development needs.

1.05 Over the past five years Haiti was impacted by tropical cyclone Irma in 2017, tropical cyclone Laura in 2021 and a devastating magnitude 7.2 earthquake in August 2021. Thus far for 2023, on June 2–3, heavy rains caused destructive flooding across the country, and this was followed by a 4.9 magnitude earthquake just days after on June 6. These natural disasters continue to compound the adverse effects to human life and livelihood and thrust the economy into deeper economic hardships. These events make it difficult to create the fiscal space necessary to balance social intervention programmes while catering to critical developmental needs to improve economic infrastructure.

Quality Infrastructure in Haiti

1.06 One of the major thrusts to improve the business facilitation environment and to improve the National Quality Infrastructure (NQI) of Haiti was the establishment of the Bureau Haitien de Normalisation (BHN) (i.e.the Haiti Bureau of Standards), in December 2012. Quality infrastructure (QI)

^{1/} The Guardian (Accessed November 2023) - Haiti crisis: how did it get so bad, what is the role of gangs, and is there a way out?
<https://www.theguardian.com/world/2023>

refers to the standards and conformance infrastructure necessary to facilitate, *inter alia* trade and business development particularly for the protection and reassurance of the consuming public.

1.07 The BHN is a public entity and is a technical department of the Ministry of Commerce and Industry under the supervision of the Minister. The BHN is financed from the budget of the Ministry of Commerce and Industry. BHN's mandate is to provide assistance on the standardisation of quality goods and services, and the promotion of quality and conformity assessment services to the Government, the private sector and civil society. At the launch of BHN, a metrology^{2/} laboratory was also established for the verification, calibration and/or adjustment of measuring instruments used in trade and industry. To this end the organisation is headed by a Director who is supported by 17 staff members in the technical areas of standardisation, industrial metrology, certification and information.

1.08 BHN's responsibilities include:

- (a) producing, publishing and disseminating standards and reference standards;
- (b) providing training on standards and their technical implementation;
- (c) certifying conformity to standards and reference standards;
- (d) creating and managing quality signs (such as trademarks and labels);
- (e) representing Haiti in national, regional and international bodies of standardisation; and
- (f) organising/coordinating certification and metrology activities.

1.09 In 2013, the United Nations Industrial Development Organisation (UNIDO) hosted training courses for a number of stakeholders including BHN staff, private sector representatives, companies, consumer organisations and university personnel. Courses such as "Principles and Procedures for Establishing Standards," "Management of Certification Systems – International Organisation for Standardisation (ISO) 17065," and the Quality Management System ISO 9001:2008 standard were among the training provided to stakeholders. The ISO 9001:2008 course in particular, given its importance to enterprises, and the fact that it provides the basis for other certifications such as the ISO 14000 (environmental) and ISO 22000 (food safety management standards), serves as a critical building block towards strengthening the country's quality management system (QMS).

1.10 A QMS is defined as a formalised system that documents processes, procedures and responsibilities for achieving quality policies and objectives. A QMS helps coordinate and direct an organisation's activities to meet customer and regulatory requirements and improve its effectiveness and efficiency on a continuous basis.

1.11 The UNIDO training was conducted at a basic level due to Haiti's limited QI and low level of stakeholder awareness on quality, however, many participants found the training to be largely theoretical and lacking a local context in which to identify the issues being presented. In general, quality management is a complex body of knowledge and developing competence in this area takes time. Both the Director of BHN and UNIDO's consultants have highlighted the need for BHN staff, local consultants and enterprises to obtain more advanced training and practical experience in quality management and attendant systems.

^{2/} Metrology is the science of measurement, the study of how to define and compare different physical and chemical quantities. In all documents values must be accurate and traceable and measurements of course influences, drives and underpins industry and trade and everyday life.

1.12 In 2015 an assessment was conducted on the metrology laboratories of BHN. This activity was executed by the Technical Officer for Metrology at CROSQ. The main recommendations of the report were to procure additional equipment to advance the development of the mass metrology and volume metrology capabilities within the Industrial Metrology laboratory to support the verification activities carried out by the Directorate of Quality Control and Consumer Protection, the Legal Metrology arm within Haiti, and also the Haitian industry. In 2021, the need for this equipment was reconfirmed along with demand driven requests by clientele for support in building capacity in additional areas as temperature and Liquid Petroleum Gas (LPG). To date therefore, the recommendations which were highlighted in the 2015 assessment of the metrology laboratories, at BHN, remain valid along with additional capacity requirements in the areas of verification aforesaid.

1.13 Given the above challenges (and influenced directly by demands from industry), BHN has expressed a need for QMS training; as well as mentoring in market surveillance. This support would enhance the services which BHN has articulated are important to meet the needs of its clientele.

CROSQ and its support to QI

1.14 CROSQ was established in 2002 by Article 67 of the Revised Treaty of Chaguaramas (RTC), to facilitate the development of a harmonised Regional Quality Infrastructure (RQI). CROSQ is a network of the 15 national standards bureaus of CARICOM Member Countries (which includes Haiti). CROSQ is an inter-governmental agency and is the successor to the Caribbean Common Market Standards Council which was created in 1976. The key functions of CROSQ as outlined in the Treaty include:

- (a) Facilitation of standards infrastructure development at the national and regional levels.
- (b) Assisting with metrology infrastructure development at the national level.
- (c) Encouraging the development and mutual recognition of conformity assessment procedures in and between Member States.
- (d) Promotion of a quality-competitive culture in CARICOM via demand pull information and awareness raising publications, events etc. and supply push marketing and communication strategies.

1.15 In an effort to assist Haiti in achieving its objectives under the RTC, CROSQ will provide project management support, technical expertise and facilitation to BHN, will serve as the Grantee, and will also implement this initiative. The BHN as the prime beneficiary is the champion of the project and will provide support to CROSQ ensuring the quality of the project's deliverables as well as monitor the day to day activities of the various consultancies. It is anticipated that this support will assist the BHN in bridging the capacity gaps related to management of a project of this nature.

2. OBJECTIVE

2.01 To ensure the effective implementation of the project through comprehensive management and coordination. This includes overseeing procurement and consultant deliverables, managing finances, coordinating stakeholders, and reporting to the Project Steering Committee. Additionally, the consultant will monitor progress, address challenges, and provide quarterly reports to CROSQ and CDB.

3. SCOPE OF WORK

3.01 The scope of work is understood to cover all the activities necessary to accomplish the stated objectives of the Project, whether or not a specific activity is cited in terms of reference. The main tasks/activities are as follows:

- (a) Reviewing the Grant Agreement between CROSQ and CDB, the Appraisal Report detailing the Project, CDB's procurement framework, and other project-related documents.
- (b) Managing all logistics related to the hosting of the technical team country visits, project meetings, and workshops, or general interface between consultants engaged under the Project, consultants, and stakeholders, including conducting an evaluation and preparation of a concise report on the results achieved from the hosting of these events.
- (c) Managing the procurement process, seek CDB's no objection, and subsequent performance of consultants engaged under the Project and ensuring deliverables are met on time and on target and are of the required quality and scope, including critically reviewing and providing feedback on the consultants' outputs.
- (d) Providing CDB with copies of all consultants' outputs, transmitting CDB's comments on outputs to the Consultants, and securing CDB's no-objection to making payments to consultants based on their satisfactory completion of deliverables.
- (e) Compiling satisfactory evidence of all expenses incurred and payments made in accordance with the budget detailed in the Grant Agreement between CROSQ and CDB and preparing accurate statements on project receipts and expenses.
- (f) Liaising with and coordinating internal stakeholders.
- (g) Representing CROSQ in project monitoring meetings with CDB.
- (h) Providing quarterly updates to the Project Steering Committee.
- (i) Generating project reports as detailed in the Grant Agreement between CROSQ and CDB.
- (j) Promptly alerting CROSQ management of any project issues (such as those relating to progress, consultant performance, policy decisions, project partner inputs, and budget), which may negatively impact the implementation of the Project and the achievement of planned results.
- (k) Updating the Procurement Plan as necessary but at least annually.
- (l) Preparing and submitting to CDB, electronic copies of concise quarterly reports on the performance of the Project.

4. DELIVERABLES AND REPORTING REQUIREMENTS

4.01 The Project Officer will report to the CEO, CROSQ and will be required to submit/deliver the following:

- (a) Quarterly Reports in line with the Grant Agreement. These Reports shall *inter alia* detail:

- (i) activities implemented to date; and the reasons for any significant delays incurred in the implementation of each activity;
 - (ii) progress towards achieving planned outputs and outcomes based on the agreed performance indicators and the likelihood that the planned outputs and outcomes will be achieved;
 - (iii) CARICOM CROSQ review of project assumptions and risks (are assumptions made at design stage holding/still valid or have assumptions become risks; have new risks emerged) and actions taken to date to mitigate the anticipated risks; and
 - (iv) a copy of the updated Results Monitoring Framework for the Project.
- (b) Within three weeks of project completion, prepare and submit, a Final Report on the performance of the Project (i.e. a Project Completion Report). This Report will focus on performance issues (effectiveness, efficiency, and impact), will highlight lessons learned, and make recommendations for improving the design, implementation, and management arrangements for future projects.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The candidate should meet the following requirements:

Minimum Qualifications

- (a) An undergraduate (Bachelor) degree in Social Sciences, Natural Sciences, Applied Sciences, or any other related field.
- (b) Certification in Project Management (e.g. Project Management Professional (PMP)).

Experience

- (a) At least three years' experience working in development cooperation or donor-funded environment.
- (b) At least three years' experience managing projects (Experience managing projects in the area of National Quality Infrastructure development will be an asset).

Skills/Competencies

- (a) Demonstrated experience working in managing multi-stakeholder projects within an intergovernmental, regional, and multicultural context.
- (b) Demonstrated technical knowledge of standardisation, metrology, accreditation and conformity assessment is an asset.

- (c) Good verbal and written English are required; working knowledge of French would be an asset (The official working language of the Project is English however communication between stakeholders in Haiti may need to be undertaken in French).
- (d) Proven ability to work effectively with diverse cross-functional teams.
- (e) Proficiency in the use of contemporary computer-based applications including Microsoft Project is an asset.
- (f) Familiarity and demonstrated experience managing procurement processes of both goods and services. Experience working with procurement rules of CDB or other similar development institutions will be an asset.

6. SUPERVISION OF THE CONSULTANT

6.01 CROSQ will facilitate the work of the PO and work with the beneficiary countries to make available all studies, reports, and data relevant to the Project.

7. DURATION

7.01 It is estimated that this assignment will be carried out over a period of 8 calendar months.