

**TERMS OF REFERENCE**  
**QUALITY MANAGEMENT SYSTEM CONSULTANT –**  
**CARIBBEAN AWNING PRODUCTION COMPANY LIMITED**

**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 Community<sup>1</sup> (CARICOM). 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 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 (TBTs<sup>2</sup>) 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 assessment<sup>3</sup> regimes are not well known to all CARICOM manufacturers, exporters and service providers, leading to limited compliance with national, regional and international requirements.
  - (b) Key standards, technical regulations and conformity assessment procedures are not harmonised regionally, leading to imperfect regional and national quality infrastructure, legislative and regulatory framework.

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

<sup>2</sup> "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.

<sup>3</sup> 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.

- (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 in Member States.
  - (e) Limited awareness of quality issues resulting in a weak culture of quality, especially amongst public sector policymakers, 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 because of the presence of a banned additive/chemical and were returned based on non-compliance with standard and conformity assessment requirements of the importing country. Having a quality management system enforces quality checks on inputs, in-process production and outputs, thereby reducing the likelihood or preventing the export 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 costs and increasing efficiencies. The end result is improved competitiveness, increased revenue and improved product quality.
- 1.07. During the period October 2025 to May 2027, CROSQ will be supporting private sector companies to achieve international quality management system certification under the Technical Barriers to Trade (TBT) Phase III Project, which is part of the new European Union's Neighbourhood, Development, and International Cooperation Instrument (NDICI), which constitutes the legal basis for programming EU cooperation in developing countries during the period 2021-2027. 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 objective of this assignment is to provide technical support to **Caribbean Awning Production Company Limited (Saint Lucia)** (hereafter referred to as the Firm) for the implementation of an internationally recognized Quality Management System (QMS), specifically **ISO 9001**. The aim is to enable the Firm to transition from ISO 9001:2008 to achieve certification to the current version of **ISO 9001**, thereby enhancing its capacity to conduct its operations more effectively and in alignment with its 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 appointed to lead and monitor the Project. The primary mode of intervention will be virtual; however, if face-to-face visits are deemed necessary and approved, CROSQ will bear the related travel arrangements and costs.

3.02 The main tasks/activities are to facilitate the readiness for internationally recognised certification of the Firm as described below:

- (a) Carry out a technical audit/gap analysis/internal audit of the Firm, to assess and compare its current operations to the requirements of **ISO 9001**.
- (b) Prepare a technical audit/gap analysis/internal audit report, with recommendations for closing observed gaps, including any equipment (and other assets) 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. Formulate and execute an overall training programme. Ensure that training is competence-based and, where possible, gender-balanced, ensuring that the composition of teams is 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 are aligned with the certification requirements of the **ISO 9001**.
- (e) Advise on and support the establishment of an internal audit team and thereafter mentor the team to develop and maintain the competence required to effectively and continuously carry out internal audits.
- (f) Based on the Gap Analysis Report, design and deliver the required QMS training for the technical staff of the Firm on the application of the **ISO 9001** standard and on the conduct of internal audits/management reviews.
- (g) In consultation with the Firm's technical and managerial staff, ensure the forms

and procedures comply with the **ISO 9001** 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), and provide detailed feedback
- (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.
- (j) Assist the Firm in preparing its application to an internationally recognised Certification Body 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 a final 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 10 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 Technical Officer – Accreditation and Conformity Assessment at 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 6 weeks of commencing the assignment, a **Gap Analysis/Internal Audit Report** and Implementation Plan for the Firm, including perspective and concept/plan for the governance structure of the firm.
- (c) A Report containing detailed feedback on the **QMS documentation** as per the timeline in the Implementation Plan. Samples of the drafts may be included as annexes.
- (d) A **Training Report** that outlines all workshops conducted, participant post training survey, effectiveness of training analysis, 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.

- (e) A **Final Report** containing detailed feedback on the overall 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 (Maximum 10 Points).
- (b) At least 10 years' work experience in implementing Quality Management Systems (QMS). Clearly show implementation experience including dates, company, scope and outcomes (Maximum 20 Points).
- (c) At least 5 years' experience implementing **ISO 9001** in a similar type of organisation (Maximum 15 Points).
- (d) Demonstrated competence in conducting an internal audit/gap analysis. Provide details including dates, standard and company (Maximum 5 Points).
- (e) 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. Provide list of countries (Maximum 5 Points).
- (f) Strong interpersonal and communication skills; ability to be tactful and flexible in dealing with personnel at all levels of an organisation.
- (g) Excellent command of the written and spoken official language(s) of the Firm's country.

**Note:** In addition to the above:

- Adequacy and Technical Approach – Maximum 20 Points
- Technical and Report-writing and Communication Skills – Maximum 5 points
- Financial Proposal – Maximum 20 Points

## 7. **SUBMISSIONS**

7.01 Proposals and Curriculum Vitae(s) are to be sent to Ms. Marsha Dennie at [marsha.dennie@crosq.org](mailto:marsha.dennie@crosq.org) and copied to Ms. Teyonna Delice-Mayers at [teyonna.delicemayers@crosq.org](mailto:teyonna.delicemayers@crosq.org) by **4:00 pm AST on Monday, 6 October 2025**. The

proposal will be evaluated on the following criteria: **Education; Experience; Skills and Competences; Adequacy and Technical Approach.** The proposal must include a financial indication of person-day rates and consultancy charges. CROSQ reserves the right to negotiate rates with the most technically eligible respondent.