



CARICOM REGIONAL ORGANISATION FOR STANDARDS AND QUALITY (CROSQ)

TERMS OF REFERENCE

Title:	International Expert in Organisational Development
Main Duty Station and Location:	Home based
Mission/s to:	Barbados
Start of Contract (EOD):	6/03/2026
End of Contract (COB):	20/04/2026
Contract Type:	30 working days

PROJECT CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialised agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalisation, and environmental sustainability. Under the Programme “Supporting business-friendly and inclusive national and regional policies, strengthening productive capabilities and value chains,” funded by the European Union and the Organisation of African, Caribbean and Pacific States (Delegation Agreement FED/2018/403-924), UNIDO has been entrusted with a project that constitutes the meso-level component of the Programme.

The project component, entitled “Supporting quality and regulatory infrastructure, value chain-specific quality infrastructure services and quality culture promotion in the African, Caribbean and Pacific Group of States”, will contribute to the overarching objectives of the Project, namely, to increase the economic and social impact from ACP participation in the multi-lateral trading system. This will be achieved through increased competitiveness of SMEs and their products on local, regional and international markets, increased ACP consumer safety, and increased contribution of OACPS to the operation of the multi-lateral trading system.

This specific project component is designed to contribute to the overall programme objective by achieving three key outputs:

- 1) Enhancing regional quality and regulatory infrastructure (Q&RI) governance;
- 2) Strengthening the availability of value chain specific quality infrastructure (QI) Services; and
- 3) Promoting Quality Culture and Practices.

The CARICOM Regional Organisation for Standards and Quality (CROSQ) is the Regional Technical Counterpart in the Caribbean for the ACP QI Programme. CROSQ is a regional inter-governmental organisation established by the Caribbean Community (CARICOM) in February 2002 to support economic development within the Caribbean Community (CARICOM) and is headquartered in Warrens, Barbados.

CARIBBEAN CONTEXT

CROSQ’s main objectives are the development and harmonisation of standards, metrology, mutual recognition of accreditation and certification systems and facilitation of the achievement of international

competitiveness of regional goods and services produced and provided in the Community. Since the inception of CROSQ, the focus has shifted over the years from regional standards development and standards harmonization throughout the region to the development of the basic regional quality infrastructure architecture and equivalence.

Organisational Structure and Governance

CROSQ is governed by the Council of CROSQ, comprising representatives from each of the 15 CARICOM Member States’ National Standards Body (NSB) and a representative from the CARICOM Secretariat. This Council is responsible for recommending standards for approval, policy decisions, and defining the strategic direction of the Secretariat of CROSQ. The Secretariat of CROSQ is led by the Chief Executive Officer.

Previously the CROSQ would have had a full organizational review in 2014 and the areas reviewed were:

<i>Micro Level</i>
Staff Levels
Skills and Competencies
Employee Records
Job Descriptions
Compensation Management
Staff Loans
Way of Working
<i>Meso Level</i>
Organisation Structure
Governance and Institutional Arrangements
Organisation Strategy
Organisation Outcomes & Performance Management
Learning and Development
Succession Planning
Financial Management and Reporting
Payroll Administration
Procurement
Financial Sustainability
Compensation Levels
Use of Information Technology
Benchmarking to ensure Best Practice
Potential for Organisation Certification
<i>Macro Level</i>
International Stakeholders
Relations within CARICOM
Caribbean Governments & NSBs
Private Sector Stakeholders
Communication and Feedback Systems

FUNCTIONAL RESPONSIBILITY

Under the direct supervision of the Chief Executive Officer of CROSQ, the expert will perform the duties outlined in the table below. By way of updating the previous areas reviewed, the objective of this consultancy is to strengthen the CROSQ Secretariat to effectively lead the regional development of QI within CARICOM.

MAIN DUTIES	OUTPUTS TO BE ACHIEVED	EXPECTED DURATION	LOCATION
1. Conduct an inception meeting to finalise the proposed work plan, clarify roles and responsibilities, and logistics for the duration of the assignment. The report should include the approach to analyse and update the Secretariat of CROSQ's last institutional assessment as per the previous areas reviewed (micro, meso and macro) including but not limited to; assessing the current structure, engaging key stakeholders, identifying gaps and areas for improvement.	Inception Report	2 Days	Home based
2. Conduct a comprehensive assessment of the staffing levels, competencies and management systems of the CROSQ Secretariat to inform the development of a Human Resources (HR) Plan. This assessment will include a thorough review and updating of the Human Resources Manual to ensure alignment with current and future organisational needs, best practices, and applicable regulations. The assessment should be forward-looking and strategically focused to ensure the CROSQ Secretariat is equipped with the human resources, skills, and competencies necessary to fulfil its functions and effectively implement its 2026–2030 Strategic Plan.	Organisational analysis and Comprehensive HR Plan including a competency framework Updated Human Resources Manual	9 Days	Barbados
3. Review and identify gaps between the organisation's objectives and its actual outcomes, concentrating on: <ul style="list-style-type: none"> • Adherence to the mission and vision • Achievement of strategic goals • Satisfaction levels of internal and external customers 	Identification of Performance Gaps	1 Day	Home based
4. Review and update governance and operational documents, policies, and procedures, including but not limited to terms of references, strategic and operational planning processes, systems of budgetary control, procurement, financial reporting	Updated Governance & Operational Documents, Policies and Procedures	7 Days	Home based

MAIN DUTIES	OUTPUTS TO BE ACHIEVED	EXPECTED DURATION	LOCATION
processes and internal controls. All proposed amendments should be clearly articulated, informed by evidence and relevant benchmarks, and aimed at strengthening efficiency, effectiveness, accountability, and transparency across the organisation.	Summary Report of Proposed Amendments		
5. Analyse the organisational structure of the CROSQ Secretariat using the recent CARICOM institutional review as a foundation and provide recommendations for a more appropriate and cost-effective structure that enables the Secretariat to discharge its functions in a more efficient and effective manner in line with stakeholder expectations of a CARICOM institution	Institutional Structure Analysis Report	5 Days	Home based
6. Develop a pragmatic implementation plan for the recommendations outlined in the Comprehensive Governance and Controls Recommendations Report, detailing milestones and timelines and including a change management plan.	Implementation and Change Management Plan	3 Days	Home based
7. Meetings to update the Chief Executive Officer and a final presentation of the findings and recommendations.	Progress Meetings Final Report and Presentation	3 Days	Home based and in-person

QUALIFICATIONS AND EXPERIENCE

Qualifications and Skills

- (a) Post-graduate qualifications in Organisational Development, Industrial/Organisational Psychology, Business Administration or Public Administration;
- (b) Sound knowledge of Strategic Planning and Results Based Management
- (c) Consultation and facilitation skills;
- (d) Excellent command of the English Language; and
- (e) Good interpersonal and communication skills.

General Professional Experience

- (f) At least ten (10) years related work experience in organisational development.

Specific Professional Experience

- (g) Knowledge of Regional Integration;
- (h) Demonstrated experience in facilitating consulting engagements with Executive and Senior employees;
- (i) Demonstrated experience in working with Executive and Senior employees in institutions similar in nature or scope;

- (j) Demonstrated ability to obtain, analyse and evaluate a variety of information, informing sound decision-making; and
- (k) Experience in working on organisation restructuring and business transformation is required.
- (l) Experience in working within CARICOM is desirable

Languages: Fluency in written and spoken English is required.

SUBMISSIONS

The proposal must include a technical approach to the consultancy, in compliance with the Terms of Reference, together with a comprehensive work plan. The complete technical section must not exceed five (5) pages. A financial proposal outlining the breakdown of consultancy charges must also be provided.

Curriculum Vitae(s) should be annexed to the submission. Proposals are to be submitted to Ms. Teyonna Delice-Mayers, General Project Officer at teyonna.delicemayers@croseq.org by **4:00 PM AST on Friday, 27 February 2026.**

CROSEQ reserves the right to negotiate rates with the most technically eligible respondent.

****Note: Only the successful applicants will be contacted.