



CARICOM REGIONAL ORGANISATION FOR STANDARDS AND QUALITY (CROSQ)

TERMS OF REFERENCE QUALITY MANAGEMENT SYSTEM CONSULTANT

1. PURPOSE

The CARICOM Regional Organisation for Standards and Quality (CROSQ) is mandated to facilitate the development and harmonization of standards, metrology, conformity assessment, and accreditation across the CARICOM region. In pursuit of operational excellence and enhanced service delivery, CROSQ intends to implement a Quality Management System (QMS) in accordance with ISO 9001:2015. This Terms of Reference outlines the scope, deliverables, and expectations for engaging a qualified consultant to lead this initiative.

1.1 BACKGROUND

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 and to ensure consumer safety and environmental protection.

CROSQ recognised the benefits of implementing a Quality Management System (QMS) in its operations and began this process in 2016/2017 with the employment of a consultant to introduce the concept of quality management systems and train the Secretariat staff. The project was partially implemented and after some time lapsed.

Needing to ensure consistent stakeholder satisfaction, efficiency and effectiveness of operations, continual improvement of performance and improved employee engagement and leadership as well as to become world class organization, CROSQ now seeks to implement the ISO 9001 Standard in its operations to ensure consistency in the quality of its services and engagements.

2. OBJECTIVE

The objective of this assignment is to provide technical support to the CARICOM Regional Organisation for Standards and Quality (CROSQ) for the implementation of the ISO 9001 Standard. The aim is to enable CROSQ 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

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



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cited in these terms of reference. Throughout the assignment, the Consultant will liaise with the CROSQ CEO and the designated QMS Coordinator. The primary mode of intervention will be a hybrid format with agreed face-to-face visits as deemed necessary and approved, CROSQ will bear the related travel arrangements and costs.

The consultant shall undertake the following tasks:

3.1 Diagnostic and Planning

- Conduct a comprehensive gap analysis of CROSQ's current systems and practices against ISO 9001:2015 requirements.
- Develop a detailed QMS implementation roadmap, including timelines, resource requirements, and risk mitigation strategies.

3.2 System Development

- Assist in the design and documentation of QMS processes, including the development of a Quality Manual, standard operating procedures (SOPs), work instructions, and required records.
- Establish a document control system and support the configuration of digital or manual systems for QMS documentation.

3.3 Capacity Building

- Deliver training and awareness sessions *as required* for staff at all levels on ISO 9001 principles, QMS processes, and their roles in implementation.
- Provide targeted training for internal auditors and process owners *as required*.

3.4 Implementation Support

The consultant shall provide comprehensive support throughout the implementation phase to ensure the effective integration of ISO 9001:2015 requirements into CROSQ's operations. This includes:

3.4.1 Process Mapping and Optimization

- Collaborate with the CEO and process owners to map existing workflows and identify areas for improvement.
- Align mapped processes with ISO 9001:2015 clauses, ensuring clarity, efficiency, and compliance.
- Recommend and implement process improvements to enhance effectiveness and reduce non-value-added activities.

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3.4.2 Documentation Development and Control

- Assist in drafting and finalizing all required QMS documentation, including:
 - Quality Manual
 - Standard Operating Procedures (SOPs)
 - Work Instructions
 - Forms and Records
- Establish a document control system that ensures version control, accessibility, and compliance with ISO 9001 documentation requirements.

3.4.3 System Integration

- Support the integration of QMS processes into existing organizational systems (e.g., HR, finance, project management).
- Ensure that QMS requirements are embedded in daily operations and decision-making processes.

3.4.4 Internal Audit Preparation and Execution

- Develop an internal audit plan and schedule in accordance with ISO 19011 guidelines.
- Guide the execution of internal audits using QMS Auditors at the secretariat, including planning, conducting, reporting, and follow-up on findings.
- Assist in the development and implementation of corrective and preventive actions.

3.4.5 Management Review Facilitation

- Prepare documentation and performance data required for management review.
- Facilitate at least one formal management review meeting prior to certification.
- Ensure that top management is fully informed of QMS performance, risks, and opportunities.

3.4.6 Change Management and Staff Engagement

- Develop and implement a change management strategy to support staff adaptation to new QMS processes as required.
- Conduct regular engagement sessions to address concerns, gather feedback, and reinforce the value of the QMS.

3.4.7 Monitoring and Evaluation

- Establish mechanisms for monitoring QMS performance indicators.



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- Provide tools and templates for tracking non-conformities, customer satisfaction, and continual improvement initiatives.

3.4.8 Certification Audit Support

- Coordinate with the selected certification body to schedule and prepare for the external audit.
- Ensure all documentation and records are audit-ready.
- Support the resolution of any non-conformities identified during the audit.

3.5 Certification Preparation

- Conduct a **pre-certification readiness assessment**.
- Provide support during the **external certification audit** conducted by an accredited certification body.
- Address any **non-conformities** identified during the audit process.

3.6 Post-Certification Support

- Develop a **continual improvement plan**.
- Provide advisory support for maintaining certification and enhancing QMS maturity.

4. DURATION

The consultancy is expected to span a period of **six (6) to nine (9) months**, commencing upon contract signing. The timeline may be adjusted based on organizational readiness and consultant recommendations. The assignment is for a total of 15 person-days over the period.

5. DELIVERABLES AND REPORTING REQUIREMENTS

The consultant will report directly to the Chief Executive Officer (CEO) of CROSQ and liaise with the designated QMS Coordinator. Regular progress updates and milestone reviews will be required. The following deliverables will be required:

- (a) Within two weeks of commencing the assignment, an **Inception Report** containing a detailed QMS Implementation 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.

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- (c) A Report containing detailed feedback on all **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 certification readiness and recommendations.
- (f) Key Performance Indicators are outlined in the table below.

Performance Indicator	Target/Measurement
Completion of gap analysis	Within 4 weeks of contract start
Approval of QMS implementation plan	Within 6 weeks
Staff training coverage	≥ 90% of staff trained
Quality Manual and procedures finalised	Within 3 months
Internal audit conducted	At least one full cycle completed
Management review held	Minimum one session before certification
Certification readiness confirmed	Within 6–9 months
ISO 9001:2015 certification achieved	By agreed date
Post-certification improvement plan delivered	Within 2 weeks of certification

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



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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 facilitation, communication, and project management skills; ability to be tactful and flexible in dealing with personnel at all levels of an organisation.
- (g) Demonstrated experience working with regional or public sector organisations.
- (h) Familiarity with CARICOM institutions and governance structures is an asset.
- (i) Excellent command of the written and spoken official language(s) of the Firm's country.

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@crosq.org by **4:00 PM AST on Friday, 27 August 2026**.

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

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