



**CARIBBEAN COMMUNITY CLIMATE CHANGE CENTRE**

**UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT CLIMATE  
CHANGE ADAPTATION PROGRAM (USAID CCAP)**

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# Consultancy to Revise the Caribbean Community Climate Change Centre's Procurement Handbook

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**TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT**

**March 2018**

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## CARIBBEAN COMMUNITY CLIMATE CHANGE CENTRE

### **I. BACKGROUND**

- 1.1 The Centre was established by an Agreement signed and ratified in February 2002. Membership is opened to all Member States and Associated Member States of the Caribbean Community (CARICOM) on an optional basis. Its mandate includes: (i) coordinating the Caribbean region's response to climate change, working on effective solutions and projects to combat the environmental impacts of climate change and global warming; and (ii) providing climate change-related policy advice and guidelines to the CARICOM Member States.
- 1.2 The Centre operates as a self-sufficient organisation and covers its operating and capital cost primarily through indirect project-related costs generated when performing the functions of implementing and executing agency for regional projects.
- 1.3 The Centre collaborates with multiple regional and international partners in fulfilling its mandate and has successfully implemented and executed projects funded by agencies that include multilateral entities, such as, the European Union (EU), German Development Bank (KfW), Green Climate Fund (GCF), Inter-American Development Bank (IADB), World Bank (WB), Caribbean Development Bank (CDB), Global Environment Facility (GEF) and the United Nations Development Programme (UNDP). The Centre has also partnered bilaterally, with entities such as the United Kingdom Department for International Development (UK DFID), United States Agency for International Development Eastern and Southern Caribbean Office (USAID ESC), Government of Italy, the Hellenic Republic of Greece and the Government of Australia.
- 1.4 The Centre has been designed as a Centre of Excellence by the United Nations Institute for Training and Research (UNITAR).
- 1.5 On July 09, 2015 the Centre was accredited as a regional implementing entity by the Board of the Green Climate Fund (GCF), a key multilateral financing mechanism to support climate action in developing countries. Its staff comprises a cadre of highly qualified professionals.
- 1.6 Accordingly, in order to satisfy the rigorous fiduciary demands of donor partners and as one of its priorities, the Centre wishes to conduct a thorough review and enhancement of its current Procurement Manual to incorporate best practices that reflect evolving environmental, social and technological changes and circumstances.

### **II. OBJECTIVE OF THE CONSULTANCY**

#### **a) Global Objective**

- 2.1 The global objective of this Consultancy is to modernise and reform the Centre's procurement framework to ensure that it aligns with relevant activities and requirements and further, it reflects current best practices in procurement globally.



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### b) Specific Objective

- 2.2 The specific objective of this Consultancy is to produce an updated and comprehensive Procurement Handbook for the Centre that reflects overall significant improvement in content and structure to the Centre's existing Procurement Manual.
- 2.3 With respect to 'content' the updated Procurement Handbook must *inter alia*:
- i) cover procurement activities pertaining to the sourcing of goods and services, including consulting, non-consulting and infrastructural development services;
  - ii) embody a Procurement Strategy and Framework that aligns with the expectations and requirements of the Centre's existing Regulations and Policies and those of its partners;
  - iii) strategically leverage eProcurement; and
  - iv) focus on achieving higher efficiency, enhancing integrity and transparency in the procurement process, reducing risks, and facilitating sustainable and 'green' procurement.
- 2.4 In terms of 'structure' the updated Procurement Manual must be user friendly with improved lay-out; table of contents; graphics, inclusive of flow charts, to accompany each procurement method; text boxes and "pull outs" where necessary; glossary of key procurement terminology and the context in which used; templates; and links to additional resources.

### III. DUTIES AND RESPONSIBILITIES

The Scope of Services includes:

#### **Task 1: Initial Consultations, Review Background Documents and Research Best Processes and Practices - Estimated Work Effort is 5 working days**

- a) The Consultant is required to review the Centre's current Procurement Manual to identify gaps.
- b) Consider existing background documents to ascertain what proposed changes, if any, should be addressed in the new Procurement Handbook.
- c) Conduct research on current trends and best practices in procurement that encapsulate internationally acceptable procurement principles including: (i) best value for money; (ii) fairness, integrity and transparency; and (iii) effective competition.
- d) Prepare an Inception Report / Gap Analysis Report to identify all areas for improvement, including the recommended changes and proposed structure of the revised Procurement Handbook.
- e) The Inception Report / Gap Analysis Report must be presented to the Centre for approval and feedback before the Consultant commences detailed and substantial drafting of the handbook.



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### **Task 2:**      **Draft the New Procurement Handbook - *Estimated Work Effort is 20 days***

- a) The revised Procurement Handbook must detail the Centre's procurement strategy, instructions, procedures and processes and provide comprehensive guidance for carrying out procurement activities, for or on behalf of the Centre, effectively and efficiently. Such procurement instructions must be in compliance with the Centre's Financial Regulations and Rules.
  
- b) The Handbook will cover issues such as:
  - i. Introduction Section that outlines the purpose, applicability and structure; procurement principles; ethical standards for the Centre's employees and suppliers / contractors / consultants.
  
  - ii. Organisation of procurement within the Centre, including role and responsibilities of the various personnel, authorities, officials and committees. This section must also identify the authority for appointing evaluation committees, approving evaluation reports, and approving changes to the Procurement Handbook, recognising the principle of segregation of duties. Consideration must be given to the designation of a Procurement Reviewer / Advisor to provide general procurement advice, pre-clearance of procurement documents and evaluation reports, conduct periodic review of compliance with procurement processes and offer recommendations for improvements, if necessary.
  
  - iii. System for supplier registration and management that provides for the development, maintenance and regular update of a database of various national, regional and international suppliers, contractors and consultants in the different disciplines. Such system should provide for the evaluation of suppliers/contractors/consultants during and after the contract management process and a process for deeming suppliers ineligible where there is evidence of misconduct or malpractice.
  
  - iv. Strategic approach to procurement that includes: (i) procurement planning at the projects, unit and organisational levels; (ii) key performance indicators (KPI) when procuring goods, works and services; (iii) special conditions applicable to 'green' procurement, climate change and disaster risk reduction matters; (iv) strategy for sourcing world-class suppliers (consultants/contractors) – global portals and market places to which the Centre should subscribe and advertise; (v) strategy for developing the capacity of regional suppliers / contractors / consultants in preparing bids / proposals and fostering their participation in tender processes; (vi) e-procurement; (vii) risk management and (viii) identification of foundational documents required to initiate various procurement activities e.g. Terms of Reference, Statement of Works, Technical Specifications, Bill of Quantity, Design etc.
  
  - v. Solicitation process and considerations for the choice of solicitation, including the:



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- Types of competition and different evaluation methodologies: e.g. (i) open and limited national, regional and international competition; (ii) Quality and Cost Based Selection (QCBS); (iii) Quality Based Selection (QBS); (iv) Fixed Budget (FB); (v) Least Cost Selection (LCS); (vi) Consultant Qualification Selection (CQS); (vii) Single Source Selection (SSS); (viii) Shopping; (ix) Direct Contracting; (x) Force Account; (xi) Procurement from Specialized Agencies; (xii) Procurement Agents; (xiii) Performance-Based Procurement (PBP); and (xiv) Community Participation in Procurement (CPP).
  - Solicitation methods, thresholds and solicitation documents: e.g. (i) Request for Expressions of Interest; (ii) Request for Quotations; (iii) Invitation to Bid; and (iv) Request for Proposal.
  - vi. Process for the Management of submissions, including safeguards to protect the confidentiality and integrity of the electronic submission process.
  - vii. Method for Evaluation of Submissions, including background checks on suppliers, appointment of evaluation team, evaluation criteria and methodology, preliminary assessment, technical and financial evaluation, negotiation of best and final offer (BAFO), finalisation of evaluation report.
  - viii. Procedure for Award and finalisation of Contract.
  - ix. Process for Contract Management.
  - x. Anti-corruption policy.
  - xi. Procedure for review and resolution of complaints and appeals by dissatisfied suppliers / vendors.
  - xii. Glossary of key procurement terminologies and the context in which used in the handbook.
- c) The Procurement Handbook must be easy to read and understand. The layout should reflect Chapters grouped by matters that are interlinked. The processes should be supplemented with flowcharts, text boxes, tables, diagrams and other graphics that aim to enhance the reader's interpretation and minimise ambiguities. The Consultant will be required to sub-contract the services of a graphic design, if necessary, to enhance the appearance of the final deliverables.

### **Task 3:      Develop Standard Templates - *Estimated Work Effort is 20 days***

Develop the Templates for the: (i) Procurement Plans; (ii) various Solicitation Methods; (iii) Different Forms of Contract; (iv) Evaluation Method, and (v) Evaluation Report.



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### **Task 4: Present Outputs of Tasks 2 and 3 at a Two-day Workshop held at the Centre's office - Estimated Work Effort is 5 days**

The Consultant must present the draft deliverables described in Tasks 2 and 3 to the Centre at a two-day Workshop / Training Session held at the Centre's office in Belmopan, Belize.

### **Task 5: Finalise the Revised Procurement Handbook - Estimated Work Effort is 5 days**

The Consultant must consider comments and feedback provided during the Workshop / Training Session and written feedback from the Centre and prepare a Final Procurement Handbook and Final Standard Templates for submission in Word and PDF formats.

## **IV. OUTPUTS/EXPECTED DELIVERABLES**

The Consultant will provide the following deliverables:

- a. **Inception Report / Gap Analysis Report** to identify all areas for improvement, including the recommended changes and proposed structure of the new Procurement Handbook.
- b. **Draft Procurement Handbook** detailing the Centre's procurement strategy, instructions, procedures and processes and provide comprehensive guidance for carrying out procurement activities.
- c. **Draft Standard Templates.**
- d. **Power point presentations** summarising key elements of all draft outputs to facilitate the Workshop / Training Session.
- e. **Final Procurement Handbook and Final Standard Templates** that incorporate the feedback and comments received.

## **V. TYPE OF CONSULTANCY, REQUIRED QUALIFICATION, EXPERTISE AND COMPETENCIES**

This assignment will be undertaken by an Individual Consultant with the following qualifications and experience:

- Master's Degree in Business Management, Public Administration, Law, Finance or related field.
- At least ten (10) years of professional experience and proven track record in all areas of procurement management.
- Specific experience in developing procurement policies, drafting procurement laws and implementing policies aimed at fostering a strategic approach to procurement that focuses on high efficiency, integrity and transparency.
- Excellent written and verbal communication skills in English.



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### VI. PLACE OF WORK

Apart from visit to the Centre's office in Belmopan, Belize to conduct the training as described in Section III, Task 4 above, the activities should take place in the Consultant's home base.

### VII. MANAGEMENT ARRANGEMENTS

- 7.1 The Individual Consultant will report to the Assistant Executive Director / Head, Programme Development Management Unit or any person delegated to perform such a duty.
- 7.2 All reports produced by the Individual Consultant will be submitted to the Assistant Executive Director / Head, Programme Development Management Unit for approval of satisfactory performance before payment is made by the Centre to the Consultant.
- 7.3 Other officials of the Centre may collaborate with the Assistant Executive Director / Head, Programme Development Management Unit with regard to the supervisory and coordination role of the Consultant's work.

### VIII. DURATION AND PROPOSED TIMELINES FOR THIS CONSULTANCY

This Consultancy will be conducted by the Consultant over five (5) months duration. The Proposed Timelines and Parties are:

<b>Task</b>	<b>Activity</b>	<b>Proposed Deadline</b>	<b>Responsible Party</b>
Prelim	Contract Consultant	April 16, 2018	CCCCC
1	Inception Meeting and Initial Consultations	April 17, 2018	Consultant and CCCCC
1	Inception Report	April 30, 2018	Consultant
1	Present Inception Report and receive feedback	May 3, 2018	Consultant and CCCCC
2	Draft Procurement Handbook	June 15, 2018	Consultant
3	Draft Templates	July 30, 2018	Consultant
4	Workshop / Training	Week of August 13, 2018	Consultant and CCCCC
4	Written Comments on Draft Outputs	August 25, 2018	CCCCC
5	Final Procurement Handbook and Templates	September 14, 2018	Consultant