

TERMS OF REFERENCE

Consultancy to support the strengthening of CARPHA's workforce structure and workforce efficiency.

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1. BACKGROUND INFORMATION

1.1. Partner country

The Caribbean Public Health Agency (CARPHA) serves 26 Member States across the Caribbean region

1.2. Contracting authority

The contracting authority is the Caribbean Public Health Agency (CARPHA)

1.3. Country background

CARPHA is the regional public health agency responsible for disease surveillance, response prevention, laboratory services, capacity building and policy development. The Caribbean region faces various public health challenges, requiring efficient and well-structured CARPHA. Ensuring an effective workforce structure through a comprehensive manpower audit and job evaluation is critical to CARPHA's successful execution of its mandate, its effective performance and sustainability

1.4. Current situation in the sector

CARPHA, was established by an inter-governmental agreement (attached as **Appendix I**) was operationalised in 2013, to prevent disease, promote health, and respond to public health emergencies in the Caribbean. The current organizational chart and salary scale require an update to align with CARPHA's 2025-2030 Strategic Plan.

The agency serves 26 politically, culturally and economically diverse, highly connected, tourism dependant, small island development states, of varying surveillance, laboratory and workforce capacities and porous border, faced with many and an increasing number of public health challenges, all contributing to rapid disease spread across the region. Responding to public threats in the Caribbean region requires immediate/timely and Caribbean tailored intervention because of its unique. In this regard, CARPHA currently focuses on 14 technical priorities and implements innovative measures to adequately serve the region. The agency also operates in an environment where IDPs fund more than almost all of its technical work, and where there are other public health agencies providing support to Member States. This all necessitates an efficient, effective and well-structured CARPHA that is performance based, addressing the many, and competing needs of Member States in a timely and effective manner. The Agency is also operating under a high level of risk which threatens our sustainability. As a result, it is imperative that CARPHA continues to operate with a high level of efficiency and effectiveness.

CARPHA operates in a competitive labour market where the attraction and retention of adequately skilled professionals, able to adapt and operate in the unique Caribbean environment is essential. The current job structures require review to enhance efficiency, fairness, and alignment with industry standards.

The current organisation structure includes the following breakdown of unique positions (list provided at **Appendix II**):

- **Executive Management Team (EMT)**
- **Department Management Team (DMT)**
- **Professional Positions**
- **General Positions**

Job descriptions (sample provided at **Appendix III**) have been developed for all positions. All positions at the CARPHA are offered on a contractual basis:

- **Core Staff:** Permanent employees essential to CARPHA's operations.
- **Associate Consultants:** Mid-term experts supporting specific initiatives.
- **Consultants:** Short-term specialists engaged for targeted projects.

Against this backdrop, CARPHA recognises its human capital as its most valuable asset and aims to attract and retain high-performing staff. This would also set the foundation for the implementation of HR initiatives in the area of performance management, talent management and succession planning. To meet this objective, CARPHA recognises the need to undertake a manpower audit and job evaluation with a view to adopting a more fit-for-purpose organisation structure.

1.5. Related programmes and other donor activities

This project supports Strategic Priority 6: Institutional Capacity to Support Service Delivery to Country Member States as outlined in CARPHA's 2025 – 2030 strategic plan (attached as **Appendix IV**). It also complements other donor-funded capacity-building initiatives within the agency.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project of which this contract will be a part is as follows:

To achieve Regional Health Security, through the building of capacity to prevent, detect, respond to and control infectious disease outbreaks and other public health threats, strengthen border security and mitigate Public Health Emergencies of International Concern (PHEICs)

2.2. Purpose

The purpose of this contract is as follows:

To strengthen CARPHA's workforce structure and workforce efficiency.

CARPHA is a key agent in efforts to strengthen health security in the region. The institutional capacity of CARPHA, including its workforce, must be strengthened and further developed to achieve health security in the region.

2.3. Results to be achieved by the contractor

The Contractor is expected to deliver the following results:

- **Result 1:** Inception Report, including a detailed Workplan, developed and submitted for approval of the Project Manager
- **Result 2:** Manpower audit of CARPHA's Workforce completed
- **Result 3:** Evaluation of current roles and job descriptions conducted
- **Result 4:** Change Management Plan developed and capacity of HR workforce strengthened
- **Result 5:** Measures recommended to improve performance measurement and evaluation (PME)
- **Result 6:** Draft Final Report and Final Report submitted and approved in accordance with the reporting requirements in section 7.1 of these Terms of Reference.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- CARPHA's management and staff will actively participate and provide necessary information for the evaluation.
- The consultant will have access to relevant data and documentation required for thorough analysis.

3.2. Risks

- Potential resistance to change from employees and management affecting the implementation of recommendations.
- Delays in data collection and validation.
- Budgetary constraints for implementation.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Description of the assignment

The contractor will conduct a thorough review of CARPHA's human resource framework, focusing on manpower distribution and a job evaluation. The assessment will cover all CARPHA campuses.

4.1.2. Geographical area to be covered

The consultancy will cover CARPHA positions across its three (3) campuses located in Trinidad, Jamaica and St. Lucia.

4.1.3. Target groups

The primary target group is CARPHA's workforce, encompassing all job positions within the organisation

4.2. Specific work

Result 1: Inception Report, including a detailed Workplan, developed and submitted for approval of the Project Manager

- 1.1. Engage in an initial briefing with the designated Project Manager and other relevant CARPHA personnel to discuss the scope of the work to be undertaken, the methodology, approach and any other issues pertaining to the Project upon the commencement of the Consultancy.
- 1.2. Conduct a desk review of key documents related to the Project and meet with relevant stakeholders in order to gain a sound understanding of the operations, requirements, priorities and expectations of the project.
- 1.3. Prepare and submit for the approval of the Project Manager, an Inception Report which includes the timelines for the specific project activities and the methodology for the activities.

Result 2: Manpower audit of CARPHA's Workforce completed

- 2.1 Conduct a comprehensive workforce analysis and operational efficiency, including headcount, role distribution, and workload assessment.
- 2.2 Identify gaps, redundancies, and inefficiencies in the current workforce structure.
- 2.3 Assess workforce skills and competencies against CARPHA's strategic objectives.
- 2.4 Review organizational charts and reporting structures for alignment with operational needs.
- 2.5 Conduct staff interviews and focus group discussions to gather qualitative insights.
- 2.6 Provide recommendations for workforce optimization, including redeployment, re-skilling, or upskilling.

Result 3: Evaluation of current roles and job descriptions conducted

- 3.1 Review the current job description format to determine its suitability for the job evaluation exercise. Advise if job descriptions can be used with the proposed methodology and tool(s) or model(s) for job evaluation exercise.
- 3.2 Review and update job descriptions for all positions to reflect current responsibilities and competencies.
- 3.3 Apply a quantitative methodology/tool to evaluate the jobs within CARPHA.
- 3.4 Update the current job classification framework based on skills, responsibilities, and organizational impact.
- 3.5 Conduct internal and external job benchmarking exercises.
- 3.6 Define job grading criteria and develop a standardized job evaluation methodology.
- 3.7 Recommend career progression pathways and competency frameworks.

Result 4: Change Management Plan developed and capacity of HR workforce strengthened

- 4.1 Develop a change management plan to support the transition process.
- 4.2 Conduct training sessions for HR personnel on manpower audits and job evaluation methodologies.
- 4.3 Work alongside and build the capacity of the CARPHA project team so that they are able to conduct future manpower audits and job evaluations for the CARPHA staff.
- 4.4 Facilitate stakeholder engagement sessions to communicate key findings and recommendations.
- 4.5 Provide post-implementation support (where possible) to ensure sustainability of HR improvements.

Result 5: Measures recommended to improve performance measurement and evaluation (PME)

- 5.1 Review existing PME frameworks, tools, indicators, and reporting mechanisms.
- 5.2 Identify gaps, weaknesses, and areas for improvement.
- 5.3 Recommend practical, cost-effective, and sustainable improvements to strengthen PME.
- 5.4 Propose capacity-building initiatives to support the implementation of improved PME measure

Result 6: Draft Final Report and Final Report submitted and approved in accordance with the reporting requirements in section 7.1 of these Terms of Reference.

- 6.1 Prepare and submit Draft Final and Final Report in accordance with the reporting requirements in section 7.1 of these Terms of Reference.

4.3. Project management

4.3.1. Responsible body

The Corporate Services Division of CARPHA will be responsible for the strategic management and coordination of the Project.

4.3.2. Management structure

Project management organisation will consist of the following structures:

The Human Resource Manager will be the Project Manager and will have overall responsibility for the Project. The Project Manager will retain oversight for the consultancy and will also be responsible for the day-to-day supervision of project activity. The Human Resource Manager will be supported by the Executive Director, CARPHA and Director, Corporate Services, CARPHA.

The Project Manager shall be responsible for approving all reports and invoices.

4.3.3. Facilities to be provided by the contracting authority and/or other parties

CARPHA will provide the consultant with access to relevant documents, data, and personnel necessary for the successful completion of the assignment.

5. LOGISTICS AND TIMING

5.1. Location

The consultancy will be conducted at CARPHA's Headquarters in Port-of-Spain, Trinidad and Tobago with engagements of the CARPHA St. Lucia Campus and CARPHA Jamaica Campus.

5.2. Start date & period of implementation of tasks

The intended start date is May 2025 and the period of implementation of the contract will be about four and a half (4.5) months from this date and will end no later than 29th September, 2025.

6. REQUIREMENTS

6.1. Staff

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

6.1.1. Key experts

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows.

Key expert 1: Team leader/Human Resource Specialist

Qualifications and skills

- A Master's degree in Human Resource Management, Organizational Development, Business Administration, or a related field.
- Professional certification in job evaluation and change management methodologies.

General professional experience

- At least 10 years of experience in human resource management, with a focus on job evaluation.
- Proven experience in leading similar consultancy projects, preferably within public health or international organizations.

Specific professional experience

- Demonstrated expertise in conducting comprehensive job evaluations.
- Familiarity with the public health sector and understanding of its unique organizational dynamics.

- Experience working in the Caribbean region or similar contexts is an asset

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

6.1.2. Other experts, support staff & backstopping

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The contractor shall select and hire other experts as required according to the needs. The selection procedures used by the contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

6.2. Office accommodation

Office accommodation for each expert working on the contract is to be provided by the Contractor.

6.3. Facilities to be provided by the contractor

The contractor shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

6.4. Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1. Reporting requirements

The contractor will submit the following reports in English in one original and two copies:

- **Inception Report** of maximum 12 pages to be produced after **two (2) weeks** from the start of implementation. In the report the contractor shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme and staff travel. The Report will include a workplan with timelines for the specific project activities and the methodology for the activities. The contractor should proceed with his/her work unless the contracting authority sends comments on the inception report.
- **Interim Report No.1** of maximum 12 pages (main text excluding annexes) to be produced and submitted in accordance with the timelines established in the workplan in the Inception Report approved by the Project Manager. This report will consist of a detailed summary of progress with implementation of the specific work, set out in Section 4.2, particularly the work related to **Result 2** of the Project. The Report should also include challenges encountered and action taken/proposed to address challenges.
- **Interim Report No 2** of maximum 12 pages (main text excluding annexes) to be produced and submitted in accordance with the timelines established in the workplan in the Inception Report approved by the Project Manager. This report will consist of a detailed summary of progress with

implementation of the specific work, set out in Section 4.2, particularly **Result 4**. The Report will also include challenges encountered and action taken/proposed to address challenges.

- **Draft final report** of maximum 20 pages (main text, excluding annexes). This report shall be submitted no later than **two (2) weeks** before the end of the period of implementation of tasks. The submission must be a comprehensive report comprising the work conducted in respect of section 4.2.
- **Final report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is **seven (7) days** after receipt of comments on the draft final report. The final report must be provided along with the corresponding invoice.

7.2. Submission and approval of reports

The report referred to above must be submitted to the project manager identified in the contract. The project manager is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

Implementation performance will be measured by:

- Completion of scope of work set out in Section 4.2 (Specific Work)
- Compliance with the schedule for the submission of reports on the outputs of the Project as outlined in Section 7.1.

8.2. Special requirements

The consultant must adhere to CARPHA's policies and procedures throughout the assignment. Confidentiality of all data and information accessed during the consultancy must be maintained. The consultant should also consider international administrative law and labour standards in their analysis and recommendations.