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# **TERMS OF REFERENCE**

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## **PROCUREMENT ASSESSMENT OF THE CARIBBEAN COMMUNITY (CARICOM) SECRETARIAT**

**MARCH 24, 2025**

**CARIBBEAN COMMUNITY (CARICOM) SECRETARIAT  
TURKEYEN, GREATER GEORGETOWN, GUYANA**

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## 1. BACKGROUND INFORMATION

### 1.1 Beneficiary

The beneficiary for this consultancy shall be the **Caribbean Community (CARICOM) Secretariat**.

### 1.2 Contracting Authority

The Contracting Authority for this consultancy shall be the **Caribbean Community (CARICOM) Secretariat**.

### 1.3 Current Situation

The CARICOM Secretariat is the principal administrative organ of the Caribbean Community. The Secretariat is seeking to modernize and strengthen its internal governance, procurement procedures, processes and guidelines to ensure alignment with internationally accepted standards for transparency, accountability and critically, value for money. The Secretariat also wants to ensure that its procurement process leverages digital solutions for greater efficiency. The aim is to establish a modern, efficient and fit for purpose procurement system for the Secretariat.

Procurement reform necessarily includes an assessment of the Guidelines<sup>1</sup> and Procedures Manual (GPM) and other relevant policies and guidelines, staff and their capacity, and how procurement is currently executed in practice across the Secretariat. Procurement reform will also seek to ensure the removal of any appearance or potential instances of conflict of interest in the process of acquiring goods and services, from request to procurement to contracting to delivery.

## 2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

### 2.1 Overall Objective

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<sup>1</sup> <https://caricom.org/wp-content/uploads/re-amended-GPM-as-7-Sep-21-2.pdf>

The objective is to engage an individual Consultant, experienced in undertaking reviews of this nature primarily for international organisations, to undertake an assessment of the Secretariat's procurement framework, systems, tools and capacity to advise whether the Secretariat has appropriate policies, procedures, controls, and accountability related to procurement at all levels.

At its core the Secretariat's procurement is premised on the use of transparency and competition as a means of obtaining fair and reasonable pricing; and overall value for money taking into account the principles of efficiency and timeliness. Having considered the current core principles, the context of the Secretariat's work and feedback from key staff, the Consultant may propose updated core principles which ought to also recognize international standards for public access to information, internal controls, accounting systems and audit.

## **2.2 Purpose**

The Consultant will undertake a review of the Secretariat's Procurement Framework and current practices in order to assess:

- i) Alignment of the procurement function with the Secretariat's objectives and reform agenda;
- ii) Compliance with best practice and regulatory requirements;
- iii) The efficiency and sufficiency of current practices for procuring goods, consultancy, non-consultancy services, and works, including the adequacy and appropriateness of existing thresholds);
- iv) The balance between meeting customer expectations (in particular the ease of interaction with efficacious procurement processes) and achieving objectives of procurement (best value for money, reduced risk, etc);
- v) The Organisational Structure of the Procurement Unit;

The Consultant shall advise where gaps exist in the relevant sections of the GPM and submit draft revisions to modules, sections and supporting templates.

## **2.3 Results to be Achieved by the Consultant**

The Consultant is expected to produce the following Deliverables:

- i) An Inception Report outlining the approach to the assignment
- ii) A Draft Final Report including
  - An assessment of the effectiveness of the organisation's procurement as designed;
  - Recommendations for areas of improvement of the design of the organisation's procurement including the structure of the Procurement Unit;
  - Suggestions on tools, technologies and systems that can support the transformation of the Procurement Unit into a modern, fit for purpose service;
  - A concise plan for how the procurement function reform activities may be implemented;
  - Recommendations for revisions to Modules 1 – 3 of the GPM (new and/or updated sections and templates).
- iii) The Final Report, which should include:
  - All of the above taking into account the comments of the Secretariat on the Draft Final Report along with the Revisions to Modules 1 – 3 of the GPM (new and/or updated sections and templates).

### 3. SCOPE OF THE WORK

#### 3.1 General

##### 3.1.1 Description of the Assignment

The Scope of Work should include the following:

- **Analyse** the Secretariat's rules and procedures against relevant standards and practice; and **determine** any gaps between the Secretariat's rules and procedures and relevant standards and practice;
- **Provide** recommendations to reform the procurement function
- **Generate** a plan for how procurement function reform activities may be implemented.

- **Generate** revised rules, modules, templates and organizational structures to support a reformed procurement system for the Secretariat consistent with the Secretariat's objectives.

### 3.1.2 Geographical Area to be Covered

This assignment focuses on the Headquarters in Guyana where the procurement function has responsibility for procurement across Barbados and Jamaica where the Secretariat has offices.

The Consultant will be expected to be on location at the Secretariat's Headquarters in Guyana as and when required, and as set out in the agreed milestones to follow.

### 3.1.3 Target Groups

The target group will be the staff of the CARICOM Secretariat.

## 3.2 Specific Work

The Consultant will:

- i) Participate in an initial meeting with the Oversight Committee (see below).
- ii) Seek the Oversight Committee's approval of the methodology for undertaking the assignment.
- iii) Finalize any instruments, the methodology, and a fieldwork plan as approved by the Oversight Committee.
- iv) Undertake data collection in accordance with any approved data collection instrument(s) and the approved plan.
- v) Analyse all data collected consistent with the approved methodology.
- vi) Submit to the Oversight Committee all required reports.

All data/information collected will be the property of the Secretariat.

## 3.3 Project Management

### 3.3.1 Responsible Body

The Oversight Committee, chaired by the Deputy Secretary-General, will manage this consultancy and facilitate interactions with the Secretariat's staff. The membership of the Oversight Committee will be determined.

The main responsibilities of the Oversight Committee are outlined below:

*Deputy Secretary-General – Chair of Oversight Committee*

- Management of the consultancy
- Feedback and communication to stakeholders
- Approve payments to Consultant upon approval of Deliverables

*Members of the Oversight Committee*

- Manage project risks and issues
- Conduct project review
- Manage and resolve issues
- Review and approve reports

*Consultant*

- Conduct all the technical work as set out in the terms of reference of the assignment
- Produce agreed upon outputs
- Deliver reports on time

3.3.2 Management Structure

The Consultant will:

- i) Liaise with the Chair of the Oversight Committee as required for input and progress reporting.
- ii) Communicate, in writing, to the Chair of the Oversight Committee any issues and/or concerns that impact on the successful completion of this project;
- iii) Complete the exercise in accordance with the agreed upon Contract as it relates to timelines, scope of works, methodology, quality; and

- iv) Produce and present Deliverables and the Final Report as approved by the Oversight Committee.
- v) Be available for any necessary follow-up as required by the Oversight Committee.

### 3.3.3 Facilities to be Provided by the Contracting Authority and/or other Parties

The Secretariat will:

- i) Identify a focal point who will maintain regular contact with the Consultant on matters regarding this consultancy;
- ii) Provide the necessary documentation and access to information for the purposes of this consultancy, ensuring the confidentiality of such information.
- iii) Offer limited administrative support.

## 4. LOGISTICS AND TIMING

### 4.1 Location

The Consultant is expected to work remotely during this assignment and be available to travel to the Headquarters of the Secretariat if required, and as requested by the Oversight Committee. The Consultant may be required to travel to the Secretariat for an inception meeting or initial information gathering and for the presentation of draft report/findings.

### 4.2 Start Date and Period of Implementation of Tasks

The intended start date is May 1 2025 and the total period of implementation of the contract will be four (4) months from this date. The level of effort expected is approximately 60 days during the four-month period.

## 5. REQUIREMENTS

### 5.1 Staff

#### **Key Expert 1: Specialist**

#### **Qualifications and Skills**



- At least a Master's degree in Business Administration, Procurement, Supply Chain Management or other relevant field;
- Professional Certification such as CIPS (at least level 5) or PMP;
- Specialized training in Public Procurement, Supply Chain, Project Management;
- Specialized training in Job Evaluation, Job Levelling and Organisation Design will be an asset;
- Strong command of the English language;
- Excellent report writing skills;
- Excellent communication and presentation skills;
- Excellent analytical skills

### **General Professional Experience**

- At least (10) years of professional experience in an international public or private entity;
- Knowledge of the CARICOM Regional Integration;
- Demonstrated experience in facilitating consulting engagements with Executive and Senior employees in an international public or private entity;
- Demonstrated experience in working with Executive and Senior employees in institutions similar in nature or scope;
- Experience in working on organisation restructuring and business transformation will be an asset;
- Demonstrated proficiency in the use of appropriate and relevant software (Microsoft Project, Microsoft Office Suite, or other project management and procurement software packages).

### **Specific Professional Experience**

- At least (10) years of professional experience executing the procurement function in a senior capacity gained working in one of the following institutions-
  - International organizations
  - Regional Organizations
  - Public Service
  - Large Private Sector Organizations
- The Consultant shall possess direct experience in:

- Public Procurement regulations, laws and industry standards;
- Geopolitical and environmental factors affecting procurement decisions;
- Compliance;
- Supply chain risks;

## 5.2 Facilities to be Provided by the Consultant

The Consultant shall ensure that he/she is adequately supported and equipped. In particular, he/she must ensure that there is sufficient provision to enable him/her to concentrate on their primary responsibilities.

## 6. REPORTS

### 6.1 Reporting Requirements

The Consultant will be required to submit reports based on the following schedule:

DELIVERABLE	CONTENT	DEADLINE
<b>Inception Meeting</b>	Overview of activities, dates for delivery, details of Consultant and set up requirements.	After contract signing.
<b>Inception Report( to be made in person at the CARICOM Secretariat)</b>	<p>Observations and recommendations prior to data collection and analysis including the identification of:</p> <ol style="list-style-type: none"> <li>1. Reference regulations, laws and standards used as a benchmark</li> <li>2. Proposed methodology of how to gather and analyze data</li> <li>3. Proposed Survey/data collection instruments</li> <li>4. Fieldwork plan</li> </ol> <p>The Consultant should proceed with his/her work while the Secretariat sends Inception Report to the Oversight Committee.</p>	Within 1 week of Inception Meeting

<b>DELIVERABLE</b>	<b>CONTENT</b>	<b>DEADLINE</b>
<b>Presentation to Oversight Committee</b>	Oversight Committee reviews the content of the Inception Report and indicates its approval/rejection/recommendations.	Oversight Committee reviews and gives feedback on the Inception Report within 4 days after presentation/delivery by Consultant. Consultant expected to act on feedback.
<b>Revised Inception Report</b>	Consultant submits Revised Inception Report to the Oversight Committee.	Within 3 days after receiving feedback from the Oversight Committee.
<b>Progress Report</b>	Preliminary summary of activities, findings, and recommendations	Within 12 days of receiving feedback
<b>Presentation to Oversight Committee</b>	Oversight Committee reviews content of the Progress Report and indicates its approval/rejection/recommendations.	Oversight Committee reviews and gives feedback on the Progress Report within 3 days after presentation/delivery by Consultant. Consultant expected to act on feedback.
<b>1<sup>st</sup> Draft Report</b>	Summary of activities, findings, and recommendations	Within 10 days of the receipt of Oversight Committee comments on presentation of final results
<b>Presentation to Oversight Committee</b>	Oversight Committee reviews content of the Draft Final Report and indicates its approval/rejection/recommendations.	Oversight Committee reviews and gives feedback on the 1 <sup>st</sup> Draft Final Report within 3 days after delivery. Consultant expected to act on feedback.

<b>DELIVERABLE</b>	<b>CONTENT</b>	<b>DEADLINE</b>
<b>2<sup>nd</sup> Draft Report</b>	Revised summary of activities, findings, and recommendations	Within 7 days of receiving the feedback from Oversight Committee on 1 <sup>st</sup> Draft Final Report.
<b>Presentation to Oversight Committee</b>	Oversight Committee reviews content of the 2 <sup>nd</sup> Draft Final Report and indicates its approval/rejection/recommendations of edits, new modules and templates to the Consultant.	Oversight Committee reviews and gives feedback on the 2 <sup>nd</sup> Draft Final Report within 3 days after delivery. Consultant expected to act on feedback.
<b>Draft Revised GPM</b>	Including proposed amended sections, new modules, and associated new/amended templates	Oversight Committee reviews and gives feedback on Draft Revised GPM within 3 days of receipt.
<b>Final Revised GPM</b>	Amended sections, new modules and associated new/amended templates.	End of week 14
<b>Final Report</b>	Final Revised summary of activities, findings, and recommendations.	End of Week 16
<b>Presentation of Findings( to be made in person at the CARICOM Secretariat)</b>	Presentation of findings to Secretary General and Oversight Committee.	Oversight Committee reviews and prepares Paper for the Executive Management Committee within 7 days.

## 6.2 Submission and Approval of Reports

All reports referred to above must be submitted to the Chair of the Oversight Committee.

The Oversight Committee is responsible for approving all reports. All payments are tied to the timely submission and approval of identified and agreed deliverables above.