

TERMS OF REFERENCE

Business Impact Analysis (BIA)

Caribbean Institute of Translation and Interpretation. (CRITI)

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1. BACKGROUND INFORMATION

1.1. Partner country

The Caribbean Forum of the Organisation of African, Caribbean and Pacific States (CARIFORUM).

1.2. Contracting authority

The Caribbean Community (CARICOM) Secretariat.

1.3. Country background

CARIFORUM is comprised of the following states: Antigua and Barbuda, The Bahamas, Barbados, Belize, Cuba, Dominica, The Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago.

The CARIFORUM Council of Ministers agreed to create the Caribbean Regional Information and Translation Institute (CRITI) with a mandate to provide a public function to contribute to regional integration through the provision of translation and information services to CARIFORUM/CARICOM.

The rationale behind this was to address the language problem in intra-CARIFORUM communications, which slows down responses from Member States on critical issues, inhibits effective participation of some states in the affairs of CARIFORUM, and results in a lack of broadly available information for the public and private sector. In particular, the challenges of the non-English speaking Member States (Suriname, Haiti, Cuba and the Dominican Republic to fully participate in the process of regional integration were highlighted. However, it was acknowledged that language barriers also affect the English-speaking Member States, as it limits their knowledge and understanding of investment and trade opportunities which exist in non-English speaking member states.

1.4. Current Situation

When the translation institute was established, it was not expected that providing public services would make it difficult for CRITI institute to generate sufficient resources to become self-sufficient on the short to medium term. CRITI's Business Plan, developed after the institute had been officially established, indicated that the institute would need (financial) support from Member States for its survival. When the decision was taken to establish CRITI no formal arrangement was made with Member States, CARICOM and CARIFORUM agencies that CRITI should be their preferred translation Institute.

Therefore, when funding for CRITI from the EDF resources ended, the institute was confronted with a structural budget deficit. It was understood from the EDF proposal documents that CRITI was to work towards becoming an independent translation institute that should generate its own funds. CRITI was thus obliged to enter the translation market as a competitor in the translation industry, often among freelance translators who work from home with less overhead costs, who seldom offer revision of texts or standardized terminology, and who cannot always guarantee confidentiality.

CRITI subsequently became unsustainable. The Institute has been non-operational since January 2020 with no staff. As at December 31, 2019, CRITI has accumulated debts of more than USD two hundred ninety-five thousand. The Government of Suriname has continued to honour its commitments by facilitating the CRITI office and paying rent and utilities, whilst awaiting a decision by CARIFORUM on the future of CRITI.

At the 25th meeting of the CARIFORUM Council of Ministers held on 21-22 March 2019, it was agreed that a Contribution Formula would be prepared by the Director General CARIFORUM, to support CRITI's sustainability. An extraordinary meeting of the Advisory Committee of CRITI was held on February 8th, 2021 via videoconference to examine proposals and make recommendations to the CARIFORUM Council of Ministers.

At the 27th meeting of the Council of Ministers held on March 30th, 2021 a Draft contribution formulae was presented as well as options for maintaining some level of operations of CRITI.

The Council of Ministers requested additional information on the impact of CRITI and revised costings of options on the future of CRITI for circulation to CARIFORUM States

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project, of which this contract will be a part is to support informed decision making by the CARIFORUM Council of Ministers on the future of CRITI.

2.2. Purpose

The purpose of this contract is to provide detailed analysis of the operations of CRITI through the conduct of a comprehensive business impact analysis of the Institution.

2.3. Results to be achieved by the contractor

Result 1. A Comprehensive Business Impact Report on CRITI that includes detailed analyses of the performance of CRITI, challenges, accomplishments and impacts. It will present options for the continuation/ non continuation of the operation of CRITI and contribution formulae accordingly. The report should also present a methodology and formulae to address the present debt of CRITI. Finally, the Report should provide a recommended approach to the future of CRITI.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- CARIFORUM States will remain committed to address the language problem in intra-CARIFORUM communications.
- CARIFORUM States remain committed to supporting the continuation of some of the key functions of CRITI
- Availability of key data to facilitate the business impact study.
- Key personnel cooperate with the study

3.2. Risks

Not foreseen

4. SCOPE OF THE WORK

4.1. General

4.1.1. Description of the assignment

The services of a Consultant will be engaged to undertake a Comprehensive Business Impact Analysis of CRITI and produce a report of findings and recommendations.

The Contractor will be required to work with the Project Manager and to finalize the information requirements and methodology that will be used in the consultancy.

4.1.2. Geographical area to be covered

Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, The Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

4.1.3. Target groups

Target groups

Customers and clients of CRITI, former employees of CRITI, Officials of the Government of Suriname; Officials of Member States of CARIFORUM; and Officials of the CARIFORUM Directorate of the CARICOM Secretariat.

4.2. Specific work

The scope of work for the project is understood to cover all activities necessary to accomplish the stated objectives of the project, whether or not a specific activity is cited in this TOR.

The study will provide a detailed analysis of the performance of CRITI, challenges, accomplishments and its impact, marketability and future sustainability. It will assess the viability of the options proposed for the continuation of the operation of CRITI. The study will also examine the contribution formulae proposed to maintain the operations of CRITI and will present a methodology and formulae to address the present debt of CRITI.

- Inception Phase
 - i. Participate in an Inception meeting with the Project Manager, representatives of the CARIFORUM Directorate and the Government of Suriname to review the approach and agree on a) the documentation on the indicative methodology and work plan; and b) the data input required to undertake the study.
 - ii. Prepare a Draft Inception Report with a maximum of 8 pages that provides details on the methodology, indicative work plan and implementation schedule.

- Implementation Phase
 - iii. Undertake desk research on the operations of CRITI. This research will include examination of the mandate of CRITI, review operational and financial plans and performance reports (including financial performance) and other available

documents, including proposed options for CRITI. The Consultants may not limit the analysis to only those options that have been proposed. The CARIFORUM Directorate will provide the Consultant, the documents necessary to conduct the Desk Research.

- iv. Interview key stakeholders (targets) focussing on their level of satisfaction with the services provided by CRITI and their desire for the continuation of those services.
- v. Undertake detailed analyses of the results of iii and IV above, emphasizing CRIT's performance, challenges, accomplishments and impacts.
- vi. Prepare an assessment Report of the market feasibility of CRITI.
- vii. On the basis of the (VI) above, prepare a contribution formula.
- viii. Prepare a Contribution formula to address the present debt of CRITI.
- ix. Prepare a Report of Findings and Recommendations of the Study.

4.2.1. Responsible body

The Director General, CARIFORUM will have overall responsibility for the management of this contract.

4.2.2. Management structure

The Project organization will consist of the following:

- The Director, Development Cooperation Unit of the CARIFORUM Directorate will be the Project Manager of this project and will be responsible for the consultancy.
- The Project Manager shall be responsible for approving the report of the Consultant

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

The CARIFORUM Director will provide Office space for the Consultant if necessary.

5. LOGISTICS AND TIMING

5.1. Location

The project will be executed from the home base of the Contractor. The operational base for this consultancy is Georgetown, Guyana.

5.2. Start date & period of implementation of tasks

The intended start date is September 2021 and the period of implementation of the contract will be fifteen (15) weeks from this date. Please see Articles 19.1 and 19.2 of the Special Conditions for the actual start date and period of implementation.

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

Key experts are defined and they must submit CVs and signed statements of exclusivity and availability.

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:

Qualifications and skills

- At Least a Master Degree in Business Administration, Operations Management, Public Policy or related area.
- Good report writing skills.
- Excellent oral and written communication skills in English
- Working Knowledge of Spanish/ French/ Dutch would a distinct advantage

General professional experience:

- At least eight (8) years relevant experience working in a business environment in either the private sector, Government or a relevant International or Regional Organisation. Demonstrated experience in programme or project management.

Specific professional experience

- At least eight (8) years relevant experience working in a business environment, in particular undertaking business assessments and re-organisation, business feasibility/viability studies, or business coaching.

All experts must be independent and free from conflicts of interest.

6.1.2. Other experts, support staff & backstopping

Not required

6.2. Office accommodation

Office accommodation 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 be ensured 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 2 copies:

- **Inception Report** - Draft Inception Report with a maximum of 8 pages that provides details on the methodology, indicative work plan and implementation schedule to be produced one week from the start of implementation. The Inception Report is to be submitted two weeks after commencement of the Consultancy. The contractor should proceed with his/her work if after one week, no comments have been provided by the contracting authority.
- **Assessment Report on the market feasibility of CRITI:** This Report will include at minimum, the level of customer satisfaction with the services provided by CRITI during its operations, the impact of the non-delivery of those services to the customers by CRITI, as a result of the ceasing of operations of CRITI, the existing and future demands for the nature of services provided by CRITI. The Draft inception Report is to be submitted four weeks after the commencement of the contract.
- Draft Contribution Formulae for options for the future of CRITI on the basis of the market feasibility assessment. This Report is due seven weeks from start of the Consultancy.
- Contribution Formulae to address CRITI's Debt. This is to be submitted eight weeks from the start of the consultancy.

- **Draft Report of Findings and Recommendations:** This report will at minimum contain detailed analyses of the performance of CRITI, its challenges, accomplishments and impact. The Report will also contain market feasibility and future sustainability of CRITI, assessment of the viability of options for the continuation of the operation of CRITI, as well as a contribution formulae to maintain the operations of CRITI, a contribution formulae to address the present debt of CRITI and recommendations on the future of CRITI. This Report is to be submitted eleven weeks from the start of the contract or at least one month before end of implementation.
- **Final Report** with the same specifications as the Draft Report, incorporating any comments received from the parties on the draft report. The deadline for submission of the Final Report is 7 days after receipt of comments on the Draft report.

7.2. Submission and approval of reports

The Reports referred to above must be submitted to the Project Manager identified in the contract. The Reports must be in English. The Project Manager is responsible for approving the Reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

At the level of the contract, of which these TOR forms an integral part, the briefings and reports shall be the basis on which the performance is monitored and evaluated. Their timely delivery and quality will be monitored closely by the Development Cooperation Unit of the CARIFORUM Directorate.

The following criteria shall be used to assess the performance of the Contractor:

- **Quality of output documents:** The quality of output documents shall be judged by their clarity and the depth to which they comprehensively cover the subject.
- Meeting of deadlines for outputs and appraisals by stakeholders.

8.2. Special requirements

None foreseen

ANNEX 1: DRAFT SCHEDULE OF DELIVERABLES

NO.	DELIVERABLE	DUE DATE	REVIEW PERIOD	FINAL SUBMISSION
1	Inception Meeting	One week after start of implementation	-	-
2	Draft Inception Report	One week after Inception Meeting (Week 2)	One week	Within one week after receipt of comments (week 4)
3	Draft Report on the Market feasibility of CRITI	Two weeks after Draft Inception Report (week 4)	One week	Within one week after receipt of comments (week 6)
4	Draft Contribution Formulae for options for the future of CRITI (based on final deliverable #3)	One week after Market Feasibility Report (week 7)	One week	Within one week after receipt of comments (week 9)
5	Contribution Formulae to address CRITI's Debt	One week after submission of draft deliverable #4 (week8)	One week	Within one week after receipt of comments (week10)
6	Draft Report on Findings and Recommendations	One week after final submission of deliverable #4 (week 11)	One week	

7	Final Report on Findings and Recommendations			One week after receipt of comments on (week 13) deliverable #6
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