



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National Strategy Coordinator
Main Duty Station and Location:	Santo Domingo, Dominican Republic
Mission/s to:	N/A
Start of Contract (EOD):	01 March 2026
End of Contract (COB):	31 October 2026
Contract Type:	Regular

ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of UNIDO, as described in the [Lima Declaration](#) adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the [Abu Dhabi Declaration](#) adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization's programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

Under the overall direction of the Director General, and in close collaboration with all relevant organizational entities within UNIDO, the **Directorate of Technical Cooperation and Sustainable Industrial Development (TCS)**, headed by a Managing Director, ensures the Organization's application of strategies and interventions for sustainable industrial development related to environment, energy, Micro, Small and Medium-Enterprises (MSMEs), and digitalization. The Directorate also oversees the

Organization's normative contribution to achieving the Sustainable Development Goals through industrial policy advice and capacity development. Through coordination in-house and with Member States and industry stakeholders, it ensures that the services provided in these areas contribute to effective and appropriate technical, business and policy solutions and are focused on results, scaling up and positioning UNIDO as a leading platform for industrial development in developing countries and global fora.

The Directorate is responsible for the Division of Industrial Policy Advice and Capacity Development (TCS/IPC), and technical Divisions of Circular Economy and Green Industry (TCS/CEG), Energy and Climate Action (TCS/ECA), Climate Innovation and Montreal Protocol (TCS/CMP); MSME Competitiveness, Quality and Job Creation (TCS/SME); and Digital Transformation and Artificial Intelligence (TCS/DAI). Leveraging the diverse skill sets of UNIDO personnel and the services provided by the two TC directorates, TCS collaborates closely with IET to develop and implement programmes and projects, aiming at enhancing synergy and complementarity and maximizing UNIDO corporate performance and impacts on the ground. The Directorate also ensures close coordination and collaboration among the Divisions as well as with relevant entities in all Directorates across the Organization.

The **Division of MSME Competitiveness, Quality and Job Creation (TCS/SME)** works towards increasing the competitiveness of industries in developing countries and countries in transition, especially emphasizing business development of MSMEs engaged in manufacturing and creating jobs therein. It aims at increasing competitiveness among MSMEs in two interconnected ways: first, by modernizing businesses through the transfer of advanced technologies adapted to local conditions, product innovation, productivity improvement and upgrading, developing market and value chain readiness as well as improved access to finance; and second, by improving the quality of MSME manufactured products and their compliance with market requirements through capacity building for the development of industrial production and trade-related quality infrastructure including for standardization, metrology, accreditation and of conformity assessment service institutions (testing, certification, inspection and calibration) and the strengthening of their capacities.

The **Competitiveness, Quality and Compliance Unit (TCS/SME/CQC)** builds national and regional production and quality infrastructure systems, with an emphasis on providing internationally recognized services, facilitating MSME participation in regional and global value chains; strengthening institutional quality infrastructure capacities; building conformity assessment capacities; and supporting market access and quality awareness with the public sector, economic operators and consumers, placing a special emphasis on capacitating MSMEs.

PROJECT CONTEXT

One of the priorities of the ACP countries is to stimulate economic growth beyond the natural resource sectors through diversification, generating higher added value by moving up the value chains in productive activities, and enhancing linkages between sectors in the economy. This requires local industry not only to be able to meet international standards, technical regulations and other market requirements, but also to be able to DEMONSTRATE to export partners that they meet these requirements. For such an initiative to upgrade local industry to be successful it is essential, therefore, that it is coupled with an articulated technical assistance programme aimed at enhancing the capacity and governance of the various regions' quality infrastructure institutions, and specifically their associated quality systems and conformity assessment services.

The Project entrusted to UNIDO represents the meso-level component of a larger Programme “Supporting business-friendly and inclusive national and regional policies, strengthening productive capabilities and value chains” which is funded by the European Union and the Organisation of African, Caribbean and Pacific States (Delegation Agreement FED/2018/403- 924).

The project component “Supporting quality and regulatory infrastructure, value chain-specific quality infrastructure services and quality culture promotion in the African, Caribbean and Pacific Group of States” will contribute to the overarching objectives of the Project, namely to increase the economic and social impact from ACP participation in the multi-lateral trading system. This will be achieved through increased competitiveness of SMEs and their products on local, regional and international markets, increased ACP consumer safety, and increased contribution of OACPS to the operation of the multi-lateral trading system.

This specific project component is designed to contribute to the overall programme objective by achieving four key outputs:

- 1) Enhancing regional quality and regulatory infrastructure (Q&RI) governance
- 2) Strengthening the availability of value chain specific quality infrastructure (QI) Services
- 3) Promoting Quality Culture and Practices
- 4) Improving the investment-related business environment/climate through quality systems and conformity assessment

NATIONAL CONTEXT

The Dominican Republic is located in the centre of the Caribbean with a population of approximately 11 million people. It is the second-largest nation in the Caribbean by both land area and population. According to the World Bank, the Dominican Republic is one of the fastest-growing economies in the Caribbean due to a prudent monetary and fiscal policy contributing to macroeconomic stability. The country’s economy is diverse, with key sectors including tourism, agriculture, mining, and services. Tourism plays a significant role, with millions of visitors attracted to its beaches, resorts, and cultural heritage sites. Tobacco, sugar, coffee, and cocoa are the major exports from the agricultural sector.

Quality Infrastructure (QI) plays a significant role in economic development by ensuring that products and services meet the expectations of both the domestic and export markets. It also plays a critical role in ensuring safety, reliability, efficiency and protection of the environment. The National Quality Policy (NQP) is a critical framework established by the Government to outline the strategic goals, principles, and guidelines for improving national Quality Infrastructure.

Through the enactment of Law No. 166-12, which creates the Dominican System for Quality (SIDOCAL), the Dominican State outlines the guidelines for the creation of an infrastructure to ensure the quality and reliability of goods and services marketed in the country to guarantee the health and welfare of the population, in addition to increasing the competitiveness of national production in an increasingly globalized market. Its statement is contained in Law 1-12 of the National Development Strategy (specific objective 3.5.2) which states: "Create the infrastructure (physical and institutional) for standardization, metrology, technical regulation and accreditation, which guarantees compliance with the requirements of global markets and a commitment to excellence."

As established in Article 10 of the referred law, SIDOCAL is structured by the following institutional units: the Dominican Council for Quality (CODOCA), the Dominican Institute for Quality (INDOCAL), the

Dominican Accreditation Agency (ODAC), the conformity assessment bodies (OEC) and the ministries and other institutions or agencies of the Dominican State that, according to their legal competencies, have or may have in the future the legal power to elaborate technical regulations. In addition to these entities, there are the National Institute for the Protection of Consumer Rights (ProConsumidor), created by Law No. 358-05, Dominican companies and organizations using SIDOCAL services and consumers. The Dominican State has made great efforts to articulate the initiatives of all the actors of the system through the strengthening of services in the areas of standardization, metrology, accreditation, market surveillance, technical regulation and conformity assessment, with the objective of increasing the competitiveness of the goods and services produced and generating confidence in national and international consumers.

In 2021, the country's first National Quality Policy (NQP), which had been pending since the enactment of Law No. 166-12, was approved by consensus among the twenty-three (23) public and private institutions comprising the Dominican Council for Quality (CODOCA). The members of CODOCA are provided in the list overleaf. This policy establishes a roadmap for developing programs, strategies, and action plans within the entities which are part of the Dominican Quality System (SIDOCAL). The NQP was then revised in 2024 with support from the ACP QI Project and the 2024-2028 NQP was officially published in July 2024. Within this 2024-2028 NQP, the axis and line of action to which the National Metrology Strategy is aligned are the following:

LE.E2.D5.01.01 Define national priorities for the technical functions of SIDOCAL in accordance with national development needs and recognized international guidelines and practices.

LE.E2.D1.02.01 Strengthen the legal, scientific and industrial metrology system to increase its national and international positioning and promote the use of national laboratories.

ACTIVITY CONTEXT

Following the successful cooperation on the NQP, the Government of the Dominican Republic requested UNIDO's support in several priority QI areas, including the development of a National Metrology Strategy. This request was incorporated into the formulation of the Country Programme for the Dominican Republic, and in May 2025 UNIDO and the Government of the Dominican Republic signed the Country Programme 2025–2028.

The development of the National Metrology Strategy is implemented under the ACP QI Programme. In this context, INM Colombia was contracted to act as a peer National Metrology Institute coach to the Dominican Institute for Quality (INDOCAL), with the objective of strengthening the national metrology system and leading the development of a National Metrology Strategy aligned with the NQP and internationally recognized best practices.

The contract between UNIDO and INM Colombia is structured around capacity transfer, institutional strengthening, and strategic planning, rather than stand-alone technical service delivery. It is explicitly designed to build INDOCAL's long-term capability to plan, manage, and update national metrology development in a sustainable manner.

A core element of the assignment is the assessment of the Dominican Republic's national metrology infrastructure. INM Colombia, working closely with INDOCAL, is responsible for identifying existing capabilities, stakeholder demand, gaps, challenges, and priority areas using a structured coach-coachee

approach that progressively transfers leadership to INDOCAL. The results are documented in a formal assessment report, which provides the analytical basis for the National Metrology Strategy.

In parallel, INM Colombia delivers targeted capacity building to INDOCAL staff, including a training and lessons-learned workshop in Santo Domingo. Drawing on Colombia's experience in developing its own national metrology strategy, this activity equips INDOCAL with the methodological tools required to independently revise and update the strategy in the future, reinforcing institutional ownership and sustainability.

Finally, INM Colombia leads the drafting, consultation, validation, and finalization of the National Metrology Strategy and its associated implementation plan. This includes defining strategic priorities across scientific, industrial, and legal metrology; supporting stakeholder consultations and validation through CODOCA; and preparing the final documents for formal submission and approval. UNIDO retains overall supervision of the contract, while INM Colombia ensures technical quality, alignment with international metrology frameworks, and effective knowledge transfer to Dominican counterparts.

FUNCTIONAL RESPONSIBILITY

Under the overall supervision of the Project Manager and the Chief Technical Advisor of the ACP QI Programme, the National Strategy Coordinator will primarily support the Instituto Nacional de Metrología (INM) of Colombia in fulfilling Contract No. 3000149160 between UNDO by providing local coordination in the Dominican Republic. The objectives of this assignment are to:

1. support the overall coordination of the metrology strategy activities in the Dominican Republic,
2. coordinate the inputs from local stakeholders, and
3. record lessons learned while developing the National Metrology Strategy.

The incumbent will undertake the following duties:

MAIN DUTIES	OUTPUTS TO BE ACHIEVED	EXPECTED DURATION	LOCATION
<p>Planning</p> <p>Support the INM Colombia in planning missions to the Dominican Republic.</p> <p>Schedule and coordinate meetings, events, interviews, appointments, and other similar activities on behalf of INDOCAL and INM Colombia.</p>	<p>Mission agendas and arrange local transportation.</p> <p>Developing stakeholder lists and making contact on behalf of INM Colombia and INDOCAL.</p>	<p>8 months</p>	<p>Home based</p>
<p>Implementation</p> <p>Ensure effective coordination between the INDOCAL and INM Colombia.</p> <p>Develop Terms of Reference (TORs) for local providers of transportation and conference services.</p> <p>Draft routine correspondence and put them into adequate style, language and format; proofread documents and edit texts for accuracy, grammar, punctuation and style in accordance with standard practices and in compliance with INDOCAL format and rules;</p> <p>Ensure compliance of all project activities with relevant administrative and financial requirements of UNIDO and INDOCAL, if applicable.</p> <p>Ensure that services are procured according to the UNIDO's and INDOCAL's policies, rules and procedures, if applicable.</p> <p>Assist in the preparation of draft versions of the Strategy and presentations by extracting/summarizing statistics and other related information; compile and organize information and reference materials from various sources for reports, meetings, etc.;</p>	<p>Monthly project reports.</p> <p>Terms of Reference and Technical Specifications</p> <p>Compliance with UNIDO and INDOCAL rules and regulations</p> <p>Procurement activities conducted within the framework of UNIDO and INDOCAL procurement manual</p> <p>Draft versions of the Strategy and presentations to national stakeholders.</p>		

<p>Relationship management</p> <p>Support INDOCAL and INM Colombia by establishing and maintaining links with relevant national institutions and stakeholders.</p>	<p>Stakeholder list and relation with relevant institutions established and maintained.</p>		
<p>Communications and Visibility</p> <p>Assisting with communication and visibility activities</p>	<p>Visibility interventions led.</p>		
<p>Ad-hoc requests</p> <p>Any other assignments related to a timely and effective implementation of the project as requested by the Lead Project Manager, the Chief Technical Advisor and the Pacific I QI Coordinator, PIFS.</p>	<p>Ad/hoc tasks/duties carried out</p>		

REQUIRED COMPETENCIES

Core Values

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Key Competencies

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those, we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: A university degree in the field of Public Administration / Business Administration / Engineering / Natural Science or other relevant field.

Technical and Functional Experience:

- A minimum of six (6) years of experience in the public sector in the Dominican Republic, is

required.

- Experience using Microsoft Office (Outlook, Word, Excel), internet search engines, is **required**.
- Experience with office procedures and practices, preferably within the Dominican Republic and INDOCAL, is **desirable**.
- A minimum of three (3) years of experience in project administration, accounting and finance, providing support to managerial/professional staff and using secretarial/administrative skills to assist in the execution of project development and implementation of work, is **required**.
- Events Planning/Coordination experience is **desirable**.
- Good organization and priority management skills are **desirable**.
- Strong interpersonal skills with the ability to interact effectively with groups of diverse individual are **desirable**.
- Experience with SAP or similar ERP software is **desirable**.

Languages: Fluency in written and spoken **English and Spanish** is required.