



**Government of Saint Lucia**

**Department of Education, Innovation and Vocational Training**

**OECS Skills and Innovation Project (OECS SKIP)**

**Terms of Reference for the Consultancy to Conduct Technical Capacity Assessment,  
Develop Action Plan and Recommendations**

**Prepared: January 21, 2025**

## I. Introduction

The World Bank's Board has approved US\$36 million to Grenada, Saint Lucia and the OECS Commission from the International Development Association (IDA) of the World Bank Group to finance the OECS Skills and Innovation Project. Each participating country will receive funding in the amount of US\$15 million credit while the OECS Commission will receive an IDA grant in the amount of US\$6 million.

The OECS Skills and Innovation Project (OECS SKIP) will provide for investments in post-secondary education to promote transversal and advanced technical skills among youth while strengthening regional cooperation in post-secondary education. Over the next six years, the project will benefit 40,000 youth (18 to 34 years of age) who are currently enrolled or will enroll in post-secondary institutions in the OECS region, and who will benefit from regional interventions to foster collaboration in the post-secondary education space. In addition, youth will benefit from the project's provision of new tools to assess priority skills and support teachers, as well as 120 entrepreneurs and firms that would participate in collaborative innovation projects.

The project will support collaborative innovation between post-secondary institutions and the private sector by (i) supporting the development of the entrepreneurial and innovation national agenda, with special focus on post-secondary education institutions, based on institutional and regulatory assessments that will inform action plans at institutional and national levels (ii) providing technical assistance and funding through competitive matching grants to foster collaborative innovation between faculty and students of post-secondary institutions participating in the Project, entrepreneurs, the private sector and other stakeholders in the Project's prioritized sectors. Sponsored collaborative innovation projects are expected to encourage the private sector to adopt technologies or develop innovative solutions to make production processes and services more sustainable and responsive to the effects of climate change. The project will also support capacity building in the grants implementing entities in the areas of innovation and innovation-led entrepreneurship, ensuring adequate project implementation and sustainability.

Competitive matching grants will be of two types: (i) individual grants to students collaborating with firms or to entrepreneurs collaborating with post-secondary education institutions; and (ii) grants to consortia between faculty and/or students and entrepreneurs, and other potential stakeholders (e.g., diaspora, research centers). The grants will not finance activities or projects with high greenhouse gas (GHG) emissions or that generate risks of carbon lock-in.

Pursuant to the goal of fostering a more diversified education system that is more adequately responsive to the needs of learners and the corporate sector, the Government of Saint Lucia (GOSL), in the year 2017, established an Innovation Unit within Saint Lucia's Ministry of Education. The purpose of this entity is to encourage citizens to harness their creativity to develop products, services, processes, and ideas that are innovative. The activities of the Innovation Unit are also to inform government decision making, via sustainable and creative strategies and solutions to socio-economic challenges. The Mission Statement and Vision Statement of the Innovation Unit are as follows:

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## **Mission Statement**

Empowering innovation across public and private sectors to foster innovation-led entrepreneurship and enhance technology integration, for sustainable growth of Saint Lucia.

## **Vision Statement**

To be a catalyst for national transformative change, uniting public and private sectors in a dynamic ecosystem that nurtures entrepreneurs and seamlessly integrates cutting-edge technologies, leading to sustainable economic growth and innovation for generations to come.

Taking into consideration the mandate of the Innovation Unit, responsibility for the implementation and management of the matching grants component of the OECS SKIP is assigned to this agency. In the interest of project success and sustainability regarding the implementation of the matching grants component of the OECS SKIP, GOSL seeks to evaluate the capacity of the Innovation Unit to manage grants and enhance capacity where necessary.

## **II. Consultancy Objectives**

The consultancy will (i) assess the capacity of the Innovation Unit to manage a competitive matching grants programme for collaborative innovation initiatives under the OECS SKIP; (ii) develop an action plan to enhance this capacity, based on the assessment, and provide inputs for the Government of Saint Lucia to implement the action plan; (iii) assess the capacity of the Innovation Unit to foster innovation within the local context.

## **III. Scope of Work:**

**This consultancy consists of two (2) Phases. The Consultant shall complete Phase 1 and Phase 2 sequentially.**

### **PHASE 1**

**Phase 1 will focus on parts (i) and (ii) of the objectives: (i) Assessment of the capacity of the Innovation Unit to manage a competitive matching grants programme for collaborative innovation initiatives under the OECS SKIP; (ii) Development of an action plan to enhance this capacity, based on the assessment, and inputs for the Government of Saint Lucia to implement the action plan.**

#### **1. Inception (Phases 1 and 2)**

The Consultant will prepare an Inception Report which delineates the Consultant's understanding of the consultancy/Terms of Reference, methodology or approach to this consultancy, initial findings based upon secondary data collated, and a work plan for the execution of Phases 1 and 2 of this consultancy.

#### **2. Investigative Review**

The Consultant will, using relevant data collection tools, conduct an assessment of the capacity of the Innovation Unit to manage competitive matching grants designed to promote collaborative innovation initiatives under the OECS SKIP.

Specific tasks include, but are not limited, to the following:

- a. Review international best practices for the effective management of competitive matching grants programmes. Consideration may be extended to the following, and other relevant areas: core personnel required, range of skills/capacity necessary, appropriate staff size, systems, processes and procedures, software applications, and quality assurance and monitoring and evaluation mechanisms.
- b. Complete a gap analysis of the Innovation Unit in reference to the dimensions outlined in task (a) above.

### 3. Action plan

- a. Develop an action plan to enhance the capacity of the Innovation Unit to implement the competitive matching grants programme under the OECS SKIP. This action plan will include but is not limited to: the development of a Regional Grants Manual, in accordance with international best practice standards and, where applicable, the recruitment and training of staff for the Innovation Unit in the area of grants management, the development of systems, processes and procedures, among other essential aspects.
- b. Provide support to the PIU's Innovation and Entrepreneurship Specialist and Innovation Unit in drafting and/or reviewing the Regional Grants Manual and the competitive matching grants agreement template, under the OECS SKIP, which will be developed in collaboration with the Grenada PIU team.
- c. Develop Terms of References for proposed grants management staff identified in the action plan developed in (a) above.
- d. Provide recommendations for the continuous enhancement of the capacity of the Innovation Unit to effectively manage competitive matching grants designed to promote collaborative innovation initiatives.
- e. Develop a monitoring and evaluation tool to evaluate the implementation of the action plan formulated in task (a) above.
- f. Deliver a PowerPoint presentation to stakeholders delineating Phase 1 consultancy outcomes.
- g. Provide other necessary capacity-building activities for the Innovation Unit related to grants management, including setting up systems, processes and procedures and potentially training to existing or recruited staff, on approval by the Regional Project Steering Committee of the Regional Grants Manual developed in Task (b, d) above.

### Deliverable: Progress Report

#### Deliverables and Payment Schedule (Phase 1)

No.	Description	Submission period/Timeline	Payment Schedule
1	<p><b>Inception Report and Work Plan (phases 1 and 2)</b></p> <p>The Consultant will prepare a Report which delineates the Consultant's understanding of the consultancy/Terms of Reference,</p>	Not later than 10 days after Inception Meeting.	10%

No.	Description	Submission period/Timeline	Payment Schedule
	methodology or approach to this consultancy, initial findings based upon secondary data collated, and a work plan for execution of Phases 1 and 2 of this consultancy.		
2	<p><b>Progress Report</b></p> <p>The consultant shall prepare a Report in reference to items a-b in Investigative Review and a-g in Action Plan above. Core outputs include:</p> <p>I. Results of assessment (review and gap analysis). The Ministry of Education (MOE) shall review and provide feedback prior to firm continuing to the action plan).</p> <p>II. Action plan</p> <p>III. Inputs to the action plan such as:</p> <ul style="list-style-type: none"> <li>A. Grants staff TORs.</li> <li>B. Monitoring and evaluation tool.</li> <li>C. Capacity development.</li> <li>D. Recommendations.</li> </ul> <p>A Power Point presentation on the submitted Progress Report will be delivered to stakeholders.</p>	No later than 30 days after submission of Inception Report. The MOE and other relevant stakeholders shall provide feedback within two (2) weeks of report submission.	40%
3.	<p><b>Training of Staff in Grants Management</b></p> <p>In fulfillment of task (g) above, the Consultant shall provide other necessary capacity-building activities for the Innovation Unit related to grants management, including setting up systems, processes and procedures and potentially training to existing or recruited staff.</p>	The Consultant shall complete this task when proposed staff is onboarded by the MOE	20%

## PHASE 2

**Phase 2 will focus on item (iii) of the objectives: Assessment of the capacity of the Innovation Unit to foster innovation within the local context.**

Specific tasks for Phase 2 are as follows:

- a. Assessment of the Innovation Unit in terms of current capacity, mission, functions, structure, institutional and regulatory arrangements, among other areas.
- b. Review of international best practices for the operationalisation of innovation agencies or units. This may include, but is not limited to, mission, functions, organisational structure, institutional arrangements, regulatory framework, financing, among other areas.
- c. Complete a gap analysis of the GOSL's Innovation Unit relative to international best practices established in (b) above for innovation policy agencies and institutions mission, functions, institutional arrangements, regulatory framework, financing, among other areas.
- d. Provide recommendations for the overall enhancement of the Innovation Unit to effectively foster innovation in Saint Lucia, and other relevant gaps identified in (c) above.
- e. Conduct workshop with key stakeholders in the GOSL, including the Ministry of Finance, to share findings and recommendations, as well as to build government capacity on best practices for innovation policy agencies and the required enhancement path in Saint Lucia.

**Deliverable: Final Report following guidelines received by the PIU.**

### **Deliverables and Payment Schedule (Phase 2)**

No.	Description	Submission period/Timeline	Payment Schedule
4	<p><b>Final Report</b></p> <p>The Consultant shall review stakeholder feedback on the Progress Report, as well as stakeholder feedback issued during stakeholder consultation in (d) above and produce the Final Report.</p>	<p>Not later than 10 days after the closing stakeholder consultation in (c) above. The DOE and other relevant stakeholders shall provide feedback.</p>	30%

## **II. Qualifications and Experience**

### **General Areas of Expertise/Experience of the Consultant**

The assignment is to be undertaken by a suitably qualified Firm. The selected Consultant is required to possess the minimum competency requirements listed hereunder.

- Minimum eight (8) years previous experience in innovation and entrepreneurship policy and implementation of competitive grants programmes, strategising and networking within innovation ecosystems.

- Proven record of at least ten (10) assignments related to public sector assessments with demonstrated ability to provide the following expertise:
  - a. Grants management.
  - b. Innovation policy agencies and institutions
  - c. Developing and implementing action plans to enhance grants management and overall capacity of the GOSL's Innovation Unit
- Proven ability to engage (coordinate and work) with national counterparts (including senior government officials at national and state level), partners, stakeholders in the public and private sectors.
- The Firm shall have a team lead and one (1) key expert with the following qualifications and experience:

<b>Lead Expert/Team Member</b>	<b>Qualifications and Experience</b>
Key Expert 1 (Team Lead)	<ul style="list-style-type: none"> <li>● Certification in competitive matching grants management or at least eight (8) years' experience in competitive matching grants management.</li> <li>● At least (8) years of experience in innovation policy.</li> <li>● Experience with similar assignments within the Region would be an asset.</li> </ul>
Key Expert 2	<ul style="list-style-type: none"> <li>● MSc innovation, entrepreneurship, innovation policy, innovation management, MBA, or any other relevant area, with a minimum of eight (8) years of experience in innovation and entrepreneurship policy, management of competitive matching grants programs or organisational development.</li> <li>● Experience with similar assignments within the Region would be an asset.</li> </ul>

### III. Duration and Characteristics of the Consultancy

- **Type of consultancy:** Firm.
- **Duration:** This assignment is expected to be completed over a 100-day period from contract effective date.
- **Assignment Location:** The assignment requires field work on the island in Saint Lucia and therefore the Consultants are required to ensure presence in Saint Lucia especially at critical periods of data collection and/or stakeholder consultation.

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**Execution of this Terms of Reference requires the following:**

- Excellent communication skills and excellent knowledge of the English language (both spoken and written); it is important to note that Stakeholder engagement is critical to this consultancy.
- The consultant is expected to engage Education Sector Stakeholders throughout the entire process from inception.
- Ability to interface with government officials, and other stakeholders.
- Ability to travel and conduct site visits to the Innovation Unit and other relevant sites or educational facilities in Saint Lucia, as necessary.

**IV. Reporting/Coordination**

The Consultant will report to the Project Manager of the Project Implementation Unit (PIU) for the OECS Skills and Innovation Project, through the Innovation and Entrepreneurship Specialist, and will coordinate their work with the Innovation Unit, in close collaboration with the PIU and other relevant stakeholders. Formal meetings and presentations will be scheduled for the Consultant to discuss the progress of key assignments as necessary.

Prior to any execution of activities related to this Terms of Reference, the Ministry of Education, through the Project Implementation Unit (PIU) of the OECS SKIP, shall convene a meeting between the key experts and other representatives of the Firm and the relevant Focal points and key stakeholders with respect to this consultancy.

**Client's Responsibility**

On behalf of the Department of Education, the PIU of the OECS SKIP (the Representative(s) or a duly designated representative(s)), shall evaluate the quality of work delivered by the Consultant based on this TOR to ensure the quality and relevance of work being conducted, and based on this, shall issue a written project acceptance/approval, retention, or discontinuance.

The following comprise the general expectations of the client:

- Contract management by the Project Implementation Unit.
- Technical oversight and coordination by the PIU, in collaboration with the Innovation Unit housed within the DOE to ensure acceptable quality of deliverables and adherence to agreed timelines.
- Access to all existing documents and repositories of relevance to the successful execution of this consultancy.
- Review of reports to ascertain congruence with the terms of reference.
- Initiate the consultation and cooperation of other internal and external stakeholders required to provide support to the Consultant for realisation of the relevant aspects of the assignment.



- The PIU will collaborate with relevant stakeholders, to ensure the timely review and acceptance of the reports submitted by the Consultant, not more than two (2) weeks after receipt of reports from the Consultant.
- The PIU will facilitate internal transportation, where necessary.
- Make payments based on approved deliverables.

### **Consultant's Responsibility**

The Consultant shall provide information that indicates experience, educational/training qualifications and capacity to undertake the work outlined herein. The following are the general expectations of the Consultant:

- The Consultant shall submit all reports to the PIU.
- The Consultant shall submit from the outset the expected outputs, as well as ensure timely submission to the PIU for review.
- The Consultant shall be responsible for office space, equipment, materials, accommodation, office requirements, and general transportation.
- Engagement of resources necessary to undertake the services.
- Execution of services in accordance with the laws, customs and practices endorsed by the DOE and the GOSL by extension.
- Commitment to treat with utmost confidentiality, all information and materials gathered and used relating to this engagement or the Client's business or operations.
- Maintain regular communication with the PIU to ensure the timely and quality completion of the aforementioned deliverables.

### **VIII Evaluation Criteria:**

The Consultant shall be selected based on the consultant qualification selection (CQS) method.