



Ministry of Education

OECS Skills and Innovation Project

**Terms of Reference for Technical Support to
Prepare Regional Enhancement Plans**

Project Title:

OECS Skills and Innovation Project (OECS SKIP) - Grenada

Consultancy Title:

Technical Support for Preparation of Regional Enhancement Plans

Location:

Grenada

Prepared: August 1, 2025

I. Introduction

The Organisation of Eastern Caribbean States (OECS) Skills and Innovation Project (SKIP) is being implemented by the Government of Grenada (GoG), the Government of Saint Lucia (GoSL), and the OECS Commission (OECSC). It is financed with \$36 million from the International Development Association (IDA), with each of the two participating countries receiving a US\$15 million credit while the OECSC receives a US\$6 million IDA grant.

The OECS Skills and Innovation Project aims to enhance transversal and technical skills, as well as foster regional collaboration and innovation in post-secondary education.

The project consists of four components:

- (i) Fostering regional collaboration for skills and innovation in the post-secondary space, implemented by the OECSC,
- (ii) Strengthening post-secondary institutions and collaborative innovation, implemented by the GoG and GoSL,
- (iii) Project Management and Technical Assistance, implemented by the GoG, GoSL, and OECSC, and
- (iv) Contingent Emergency Response Component (CERC), which is activated in case of an eligible crisis or emergency in Grenada or Saint Lucia.

Over 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 also foster collaborative innovation within Organization of Eastern Caribbean States (OECS) Member states.

II. Background

The Government of Grenada, through the OECS Skills and Innovation Project is committed to strengthening the quality, relevance, and regional alignment of post-secondary education and training. Two key post-secondary institutions, T.A. Marryshow Community College (TAMCC) and the New Life Organisation (NEWLO), play a central role in developing Grenada's human capital and supporting inclusive economic growth.

TAMCC is Grenada's principal tertiary-level institution, offering a wide array of academic and technical programs across multiple campuses. The College provides associate degrees, Caribbean Advanced Proficiency Examination (CAPE) certification, and other post-secondary qualifications in disciplines such as Natural and Applied Sciences, Arts, Humanities and Social Sciences, Business and Management, Teacher Education, and Technical and Vocational Education. TAMCC is governed by a College Council and led by a principal with divisional heads managing academic and administrative functions. Despite its critical role in national development, TAMCC faces several institutional challenges, including limited infrastructure capacity, outdated equipment, gaps in student services, and constrained regional engagement. These challenges have been further exacerbated by the destruction of the Carriacou campus during Hurricane Beryl, which significantly disrupted access to tertiary education for students on the sister isle.

NEWLO is a leading provider of Technical and Vocational Education and Training (TVET) in Grenada, with a strong emphasis on serving vulnerable and underserved populations. The institution offers competency-based training and certification in areas such as Electrical Installation, Plumbing, Welding, Hospitality Services, Garment Construction, Agriculture, and Information Technology. Its programs are aligned with Caribbean Vocational Qualification (CVQ) standards and other regional certification frameworks. NEWLO is governed by a Board of Directors and maintains robust partnerships with government agencies, private sector entities, and civil society organizations. These partnerships support curriculum relevance, job placement, and holistic student development through life skills training and counseling services. However, NEWLO continues to face operational constraints, including aging facilities, limited financing mechanisms, and insufficient capacity for regional knowledge exchange and modernization.

Given the existing limitations, the Government of Grenada (GOG), through the Ministry of Education (MoE), seeks to develop Regional Enhancement Plans (REPs), one for each institution - TAMCC and NEWLO, which will provide both institutions with a structured framework for addressing persistent challenges and leverage regional opportunities.

The Regional Enhancement Plan (REP) is a document designed to strengthen the capacity of post-secondary institutions in the OECS region through strategic planning and the development of state-of-the-art learning environments. The REP has a duration of three to five years and key requirements are as follows:

1. **Regional Resource Sharing, Knowledge Exchange, and Joint Research:** Institutions will be required to commit to sharing updated resources, such as equipment and learning materials, with students and faculty from other OECS countries. It also covers engagement in joint research and knowledge exchange programs with other OECS institutions.
2. **Focus on Student Success:** Activities will aim to improve student learning outcomes and success concerning completion and employment rates.
3. **Support for Disabilities and GBV:** The REP will include targeted activities for students and teachers with special educational needs and establish robust gender-based violence (GBV) prevention and response protocols.
4. **Sustainability Plans:** Each institution must develop a clear sustainability plan to ensure the continuation of REP activities beyond the life of the project.

The REPs will build on comprehensive institutional and infrastructure assessments that will be conducted.¹ Based on the diagnostics, three to five priority areas will be identified by the institutions for funding by the Project. The list of eligible activities will include the purchase of equipment and learning materials, repairs of laboratories and workshops, strengthening of information systems, training for teachers and administrative staff, research activities,

¹Consultancy Firms will conduct comprehensive assessments of the TAMCC and NEWLO based on the following: physical infrastructure and equipment, curricula and learning materials, program offerings and teaching practices, research activities, student services, including services for students with special education needs and disabilities, internal quality assurance systems, governance mechanisms, project management capacity, collaboration and exchanges with other post-secondary institutions in the OECS, private sector engagement, education management information systems (EMIS), gender-based violence (GBV) prevention and reporting controls.

establishing partnerships with the private sector for work-based learning, knowledge exchange programs, and student services.

The REPs will follow a standard regional REP template as developed by the OECS Commission. The REPs aim to: (i) develop capacity of post-secondary institutions for strategic planning and implementation with clear governance, financing, and monitoring and evaluation (M&E) mechanisms; (ii) develop state-of-the-art learning environments in post-secondary institutions that will also benefit students and/or faculty in other institutions in the region, thereby supporting regional integration and leveraging economies of scale and scope.

Bearing the above considerations in mind, the Government of Grenada seeks to engage an Individual Consultant for the provision of technical support in the preparation of Regional Enhancement Plans, specific to the institutional needs of the TAMCC and the NEWLO. One REP shall be developed per institution.

III. Objective of Assignment

To support two higher learning institutions in Grenada with the preparation of Regional Enhancement Plans (REPs) which cover the span of three to five years and enhance institutional capacity for strategic planning, implementation, and regional collaboration.

IV. Scope of Work

The individual consultant will undertake the following specific tasks:

1. Diagnostic Review:

The Consultant shall:

- a. Conduct a desk review of institutional and infrastructure assessment reports², strategic plans, and any other relevant documentation, regarding the TAMCC and the NEWLO.
- b. Conduct walk-through(s) at the relevant facilities of the NEWLO and the TAMCC to gain an appreciation of the physical learning environment.
- c. Based on 'a' and 'b' above, develop a summary of the assessments and create a long list of strategic priorities.

The consultant shall prepare and submit the ***Progress Report***. This Report shall include a summary of the assessments (following Section B of the REP template) and a long list of strategic priorities (see Annex 8 of REP template).

² Comprehensive diagnostic assessment reports regarding the NEWLO and the TAMCC focus on the following: physical infrastructure and equipment, curricula and learning materials, program offerings and teaching practices, research activities, student services, including services for students with special education needs and disabilities, internal quality assurance systems, governance mechanisms, project management capacity, collaboration and exchanges with other post-secondary institutions in the OECS, private sector engagement, education management information systems (EMIS), gender-based violence (GBV) prevention and reporting controls.

2. Development of Regional Enhancement Plans and Identification of Priority Activities:

- a. The Consultant shall facilitate a consultative workshop(s) with key stakeholders where:
 - (i) a summary of the assessments and a draft of a ‘long list’ of strategic priorities, developed in 1.c above, shall be presented to key stakeholders for discussion/comment.
 - (ii) the consultant shall elicit the support of the institutions, and other relevant key stakeholders, in refining the ‘long list’ by identifying **3-5 priority areas**, per institution, to be implemented within the five-year term of their respective REP. The REP will be formulated based upon eligible activities which shall include:
 - i. purchase of equipment and learning materials, repairs of laboratories and workshops,
 - ii. strengthening of information systems,
 - iii. training for teachers and administrative staff,
 - iv. research activities,
 - v. establishing partnerships with private sector for work-based learning,
 - vi. knowledge exchange programs, and
 - vii. student services.
- b. Based upon A (i) and (ii) above, develop a REP, **one per institution**. In developing **each** REP, the consultant shall ensure the REP aligns with regional objectives and key requirements outlined in the REP Template and the OECS SKIP Project Appraisal Document, including:
 - i. resource-sharing and collaboration mechanisms that commit the institutions to share new or updated resources or knowledge with other OECS academic institutions.
 - ii. knowledge exchanges or joint research with faculty from other OECS countries.
 - iii. maintenance plan(s) and budget(s) to ensure sustainability of investments proposed.
 - iv. safety protocols for laboratories.
 - v. environmental and social aspects which should comprise risk mitigation strategies for relevant environmental and social risks.
 - vi. disaster preparedness mechanisms for preparation and response to natural or man-made disasters.
 - vii. inclusive teaching and learning environments that facilitate activities for students and teachers with disabilities
 - viii. sustainability plans that identify financing sources and fundraising strategies for ensuring financing of REP investments beyond the SKIP implementation period.
 - ix. appropriate monitoring and evaluation plans (per Annexes 6 and 7 of the REP Template).

- b. Validate priority activities with the private sector, and other key stakeholders, to ensure relevance of the proposed undertakings.

The consultant shall prepare and submit the ***Draft Final Report***. As an accompaniment to this report, the consultant shall submit two (2) fully completed REPs (**one per institution**) for consideration by the institution's leadership and relevant key stakeholders.

3. Closing Consultation Workshop and Final Report:

The Consultant shall:

- a. conduct a closing consultation workshop where the draft REP for **each** institution will be presented to key stakeholders.
- b. revise or update each REP based upon feedback received from key stakeholders during the closing consultation workshop in 3a. above.

The consultant shall prepare and submit the ***Final Report***. This Report will provide an overview of the closing consultation workshop and will be accompanied by the updated, and stakeholder approved, draft REP for **each** institution.

V. Reporting Formats

The consultant shall, under the supervision of the National Project Coordinator, compile all reports associated with the assignment using the prescribed formatting outlined below. This shall include, but is not limited to:

- Table of Contents
- Executive Summary
- Body of Information
- Conclusion
- Recommendations
- Appendix – original evidence of meeting attendance registers, meeting notes, photos of stakeholder meetings, sample research instruments, detailed research methodology, agendas and synopsis of discussions, and results including clean data sets, where applicable.

The Regional Enhancement Plans must be fully aligned to the REP Template.

VI. Deliverables & Payment Schedules

The deliverables and timelines under the consultancy shall constitute the following:

- a. **Inception Report.** Outlining the methodology, work plan and schedule, this report shall be submitted within ten (10) business days of signing of the contract. During this period the consultant may conduct an initial desk review, before developing and submitting the report for acceptance.

- b. **Progress Report.** The consultant shall prepare and submit the Progress Report. This Report shall include a summary of the assessments (following Section B of the REP template) and a long list of strategic priorities (see Annex 8 of REP template). Within twenty (20) business days of the commencement date of the contract, this report must be submitted.
- c. **Draft Final Report.** The consultant shall prepare and submit the Draft Final Report. As an accompaniment to this report, the consultant shall submit two (2) fully completed REPs (one per institution) for consideration by the institutions' leadership and relevant key stakeholders. This report must be submitted within twenty (20) business days following submission and acceptance of the progress report.
- d. **Final Report.** The consultant shall prepare and submit the Final Report. This Report will provide an overview of the closing consultation workshop and will be accompanied by the updated, and stakeholder approved, draft REP for each institution. This final deliverable must be submitted no later than ten (10) business days after acceptance of the second progress report.

Deliverables and Payment Schedule

No	Description	Submission Period/Timeline	Payment Schedule
1	Inception Report and Work Plan	No later than ten (10) business days after contract signing and the inception meeting. The Department of Education (DOE) and other relevant stakeholders will provide feedback.	10%
2	Progress Report	No later than twenty (20) business days after contract signing.	30%
3	Draft Final Report	No later than twenty (20) business days after acceptance of the progress report.	40%
4	Final Report	No later than ten (10) business days after acceptance of the draft final report.	20%

All reports and documents prepared for the assignment will be the property of the Government of Grenada.

VII. Duration

The duration of the assignment is sixty (60) business days, non-consecutive over a period of four (4) months.

VIII. Qualifications and Experience

The assignment is to be undertaken by a suitably qualified Individual Consultant³ possessing the following qualifications:

- A minimum of a post-graduate degree in Education Planning, Educational Leadership, Public Policy, Development Studies, or a related field.
- At least 10 years of experience in expertise in higher education planning, institutional strengthening, education planning and development, or a related area. Experience within the Caribbean Region would be an asset.
- At least 5 years in strategic planning, institutional diagnostics, and the development and implementation of enhancement or improvement plans for higher education institutions.
- At least 5 years of designing and implementing monitoring and evaluation (M&E) frameworks, institutional governance models, and sustainable financing mechanisms for education sectors.
- Proven experience in fostering inclusive education, including designing and implementing strategies to improve access and services for students and staff with disabilities.

Additional Requirements:

- Commitment to regional collaboration and resource-sharing.
- Capacity to integrate gender-sensitive and disability-inclusive strategies into project deliverables.
- Demonstrated experience facilitating stakeholder consultations, including with private sector entities and educational leadership teams.
- Familiarity with post-secondary education systems in the OECS or wider Caribbean region.
- Excellent communication, facilitation, and report-writing skills.

IX. Reporting and Supervision

The Consultant will report to the National Project Coordinator of the Project Implementation Unit (PIU) for the OECS Skills and Innovation Project (SKIP) and work in close collaboration with the New Life Organisation and the T.A. Marryshow Community College - beneficiary institutions of the OECS SKIP. Where required, Consultant meetings/workshops with stakeholders will be coordinated by the PIU. Deliverables of the consultancy will be approved by the Ministry of Education, Permanent Secretary with responsibility for Human Resource and Educational Development, or whoever he/she so delegates.

³ A firm may propose an individual who will be evaluated on the basis of the individual's qualifications, experience and competencies.

Prior to any execution of activities related to this Terms of Reference, the Ministry of Education, through the PIU of the OECS SKIP, shall convene an inception meeting between the consultant and key stakeholders with respect to this consultancy.

Client's Responsibility

On behalf of the MoE, the PIU of the OECS SKIP shall evaluate the quality of work delivered by the Consultants 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 PIU.
- Technical oversight and coordination by the PIU, MoE, NEWLO and TAMCC 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 realization of the relevant aspects of the assignment.
- The PIU will collaborate with relevant stakeholders within the MoE and beneficiary institutions, to ensure the timely review and acceptance of the required reports submitted by the Consultant.
- 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 from the Consultant:

- The Consultant shall submit all reports to the PIU within agreed timelines.
- The Consultant shall submit from the outset a clear work plan or expected outputs, as well as ensure timely submission to the PIU for review.
- The Consultant shall be responsible for office space, equipment, materials, accommodation and office requirements.
- Execution of services in accordance with the laws, customs and practices endorsed by the MoE and the Government of Grenada 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 completion and quality of the aforementioned deliverables.

X. Evaluation Criteria

The selection of the individual consultant will follow the **Individual Consultant Selection (ICS)** method, as per the World Bank's Procurement Regulations.