

TERMS OF REFERENCE FOR CONSULTANCY

Project Title: Organization of Eastern Caribbean States (OECS) Skills and Innovation Project (P179210)

Position: CONSULTANCY FOR TECHNICAL CAPACITY ASSESSMENT OF GIDC

Location: GRENADA

1. BACKGROUND

The Organization 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 US\$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 SKIP aims to enhance youth transversal and advanced technical skills, strengthen regional collaboration in post-secondary education, and foster collaborative innovation.

The project consists of four components:

- (i) Fostering regional collaboration for youth skills and innovation in the post-secondary space, implemented by the OECSC,
- (ii) Strengthening post-secondary institutions to deliver priority skills and participate in 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.

Definition of Innovation

The OECS SKIP follows the guidelines set forth in the Oslo Manual (2018) by the Organization for Economic Co-operation and Development (OECD) for collecting, reporting, and using data on innovation. As outlined in the manual, innovation within the project signifies both an activity and the outcome of that activity.

The project adopts the Oslo Manual's general definition of innovation: *"An innovation is a new or improved product or process (or combination thereof) that differs significantly from the unit's previous products or processes and that has been made available to potential users (product) or brought into use by the unit (process)."*

Summary of the Competitive Matching Grant for Collaborative Innovation Activities

As part of its commitment to fostering innovation and entrepreneurship, OECS SKIP includes a grant-funded initiative designed to support collaborative innovation between the private sector and post-secondary institutions within the region. The Project will provide 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 in Grenada and Saint Lucia and the private sector and other stakeholders in the Project's prioritized sectors. The project will support two types of matching grant innovation initiatives, at the individual and consortia level.

- (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 Common Greenhouse Gases (GHG) emissions or that generate risks of carbon lock-in. 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.

Rationale for the Assessment

The Grenada Investment Development Corporation (GIDC) is a Statutory Body and Economic Development Corporation, established in 1985 with responsibility for fostering entrepreneurship, facilitating the start-up, growth and expansion of MSMEs and promoting and facilitating local and foreign investments in Grenada.

The GIDC will serve as the grants implementing entity for the competitive matching grants under subcomponent 2.3 of the OECS SKIP in Grenada. GIDC will be responsible for administrative and technical functions, including general oversight, provision of technical guidance and training, procurement support, financial management related to the payments of the grants, payments of the grants, monitoring of the progress of work and activities associated with the grants, communications and promotion of the grants activities and issuing calls for proposals, and fulfilling reporting requirements.

GIDC has experience implementing grants programs and entrepreneurship/business support programs with international organizations. Although GIDC has demonstrated experience in this

area, a preliminary assessment of the capacity of the current staff revealed gaps in the fiduciary and innovation-specific technical capacity, which will be required for the management of the matching grants activities. The current staffing may not be adequate for accounting and monitoring the activities related to the competitive matching grants in subcomponent 2.3. Additionally, there may be insufficient systems, processes and procedures necessary for effective grants management, including monitoring, reporting and financial oversight. To mitigate gaps, the Project will support capacity building activities by complementing GIDC's existing staff with additional expertise and provide training as necessary in grants and financial management. Furthermore, the project will support the development and enhancement of existing systems, processes and procedures, ensuring GIDC has the necessary framework in place to effectively manage, execute and monitor the grants program in alignment with international and regional best practices.

The Grenada Investment Development Corporation (GIDC) is therefore seeking to recruit a **Consulting Firm to conduct a Technical Capacity Assessment of the Grenada Investment Development Corporation and to develop an action plan to build the required capacity**. The Consulting Firm will work closely with the Project Implementation Unit (PIU) and the GIDC.

2. OBJECTIVE OF THE ASSIGNMENT

The Consulting firm will conduct a technical capacity assessment of the Grenada Investment Development Corporation (GIDC) – Business Development Centre (BDC)¹ to identify gaps in fiduciary and innovation-specific technical capacity necessary for the effective management of the competitive matching grants under the OECS SKIP. Based on the findings, the consultancy will develop an action plan outlining measures to build the required capacity, including recommendations for funding additional required staff and necessary training.

3. SCOPE OF WORK

The selected firm will undertake the following tasks to assess and enhance GIDC's capacity for managing competitive matching grants under the OECS SKIP:

- a. Prepare an Inception Report which delineates the Consulting Firm 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 this consultancy.
- b. Review regional and international best practices for the effective management of competitive matching grants management to establish benchmarks for assessing GIDC's current state and inform capacity building recommendations for managing the competitive matching grants under OECS SKIP. Consideration may be extended to the following, and

¹ For the purposes of this assessment, the term "GIDC" refers collectively to the GIDC Business Development Centre (BDC) and other relevant departments directly involved in the management of the OECS SKIP matching grants.

other relevant areas: core personnel required, range of skills/capacity necessary, appropriate staff size, systems, processes and procedures, software applications, quality assurance and monitoring and evaluation mechanisms.

- c. Conduct a detailed assessment of GIDC's current technical capacity in fiduciary and innovation-specific areas (in reference to the dimensions outlined in task (b) above) identifying strengths and gaps that may impact effective grants management under OECS SKIP based on best practices.
- d. Develop an action plan to enhance the capacity of the GIDC 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 regional and international best practice standards where applicable, and the recruitment and training of staff for the GIDC in a range of skills and technical capacity as required for fiduciary oversight and innovation support in the area of grants management, software applications, quality assurance, the development of systems, processes and procedures, among other essential aspects.
- e. Provide support to the PIU's Innovation and Entrepreneurship Specialist and the GIDC 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 St. Lucia PIU team.
- f. Develop Terms of References for proposed grants management staff identified (in the action plan in (d) above) to strengthen GIDC's grant management capacity under OECS SKIP.
- g. Provide recommendations for the continuous enhancement of the capacity of the GIDC to effectively manage competitive matching grants designed to promote collaborative innovation initiatives.
- h. Develop or enhance a monitoring and evaluation tool to evaluate the implementation of the action plan formulated in task (d) above, ensuring compliance with international standards.
- i. Deliver a PowerPoint presentation to stakeholders (MOE-PIU, GIDC) delineating consultancy outcomes.
- j. Provide other necessary implementation support for capacity-building activities for the GIDC related to grants management under OECS SKIP, including setting up systems, processes and procedures and potentially training for existing or recruited staff, on approval by the Regional Project Steering Committee of the Regional Grants Manual developed in Task (d) above.

4. EXPECTED DELIVERABLES

- a. An Inception Report – Submit within one (1) week of contract signing:
 - Outlining the assessment methodology, work plan and timeline for implementation
 - Detailing key areas of focus, including fiduciary capacity, innovation-related technical expertise and grants management processes

- b. Technical Capacity Assessment Report - Submit within three (3) weeks from contract signature:
- Identify gaps in GIDC's current staffing, systems, procedures, and processes for managing competitive matching grants under OECS SKIP, benchmarking against international best practices to ensure compliance with industry standards.
 - Provide recommendations for addressing identified challenges in staffing, setting up systems, processes and procedures for managing competitive matching grants under OECS SKIP.
- c. Action Plan for managing competitive matching grants under OECS SKIP should be formulated, including the following, and be submitted within five (5) weeks from contract signature:
- Detail capacity-building activities, training programs and institutional strengthening measures
 - Propose staffing requirements and additional expertise needed for successful grants management.
 - Establish financial tracking and reporting mechanisms where necessary ensuring compliance and transparency for managing competitive matching grants under OECS SKIP.
 - Identify (a) procedures, processes, and mechanisms for grant administration, either lacking or for strengthening (b) monitoring, evaluation, financial and reporting frameworks to track grant effectiveness.
 - Develop/strengthen other operational frameworks as necessary for managing grant-related activities effectively under OECS SKIP.
 - Define software applications and tools required for efficient grants management under OECS SKIP.
 - Create or enhance quality assurance systems necessary for the implementation and management of the grants under OECS SKIP.
 - Outline how support can be provided to the GIDC if required, in the recruitment process of key personnel to facilitate the implementation and management of the matching grants under OECS SKIP.
 - Draft TORs for new staff/roles to support grants administration under OECS SKIP should be prepared and annexed to the action plan.
- d. Present action plan detailing key findings, action plan recommendations and implementation strategies to stakeholders.
- e. Revise action plan based on stakeholders' feedback and submit to the PIU for approval. Upon approval, the PIU will submit to the World Bank and Regional Project Steering Committee for final approval.
- f. Where necessary, revise action plan based on feedback from the World Bank and Regional Project Steering Committee as communicated by the PIU.

- g. Implement activities defined within the Action Plan in keeping with point 3. above within eight (8) weeks following final Action Plan approval from the PIU, World Bank and Regional Project Steering Committee and contract signature.
- h. Final Report prepared and submitted to the PIU within two (2) weeks after implementation of key Action Plan components and ten (10) weeks from contract signature:
 - A compilation of all findings, conclusion, recommendations and implementation output
 - A comprehensive roadmap for sustaining grant management improvements beyond the project lifecycle.
 - Inclusion of materials developed throughout the consultancy, ensuring GIDC has the necessary resources to continue grant administration effectively.

5. PAYMENT SCHEDULE

The payment schedule will be as follows:

No.	Description	Submission period/Timeline from contract signature	Payment Schedule
1.	Submission of Inception Report. To be approved by PIU.	Within one (1) week from contract signature.	10%
2.	Submission of Technical Capacity Assessment Report. To be approved by PIU.	Three (3) weeks from contract signature	20%
3.	Submission of Action Plan. To be approved by PIU, World Bank and the RPSC.	Five (5) weeks from contract signature.	20%
4.	Submission of report on implementation of key Action Plan components. To be approved by the PIU.	Eight (8) weeks following Action Plan approval and contract signature.	30%
5.	Submission of Final Report summarizing all findings and recommendations. To be approved by the PIU.	Within two (2) weeks after implementation of key Action Plan components and ten (10) weeks from contract signature.	20%

6. REQUIRED QUALIFICATIONS AND EXPERIENCE

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

- i. Minimum of seven (7) years of experience in conducting technical capacity assessments and developing action plans for Small Business Development Centre's or MSME organizations, government institutions, or economic development organizations.
- ii. At least five (5) years of experience working with private sector or MSME development and innovation.
- iii. At least eight (8) years of experience in managing competitive matching grants aimed at fostering innovation, entrepreneurship, and skills development, including grant structuring, application processes, financial tracking, monitoring and impact evaluation.
- iv. Proven track record in conducting institutional or organizational assessments in the Caribbean region or Small Island Developing States (SIDS).

The Consulting Firm shall have a lead consultant and at least two (2) key experts with the following qualifications:

Team Member	Qualification and Experience
Lead Consultant	<ul style="list-style-type: none"> • Postgraduate or Master's degree in Economics, Finance, Business Administration/Entrepreneurship, Public Policy, Organizational Development, or a related field. • Minimum of five (5) years' experience conducting institutional capacity assessments, organizational reviews, or Small Business policy and strategy development. • At least five (5) years of experience in designing and managing competitive matching grants, including financial management, payments, monitoring, evaluation, and reporting frameworks. • Experience with similar assignments within the Region would be an asset.
Organizational Development Specialist	<ul style="list-style-type: none"> • Master's degree in Organizational Development, Operational Management, Public Administration, Human Resource Management or a related field. • At least 5 years' experience evaluating operational efficiency, business processes and institutional reforms.

	<ul style="list-style-type: none"> • Expertise in developing standardized procedures, governance structures and financial mechanisms for grants management. • Experience with similar assignments within the Region would be an asset.
Project Management Specialist	<ul style="list-style-type: none"> • Master’s degree in Project Management • Certification in Project Management (e.g., PMP) will be an asset • Proficiency in the use of project management software for planning, scheduling and monitoring project activities. • At least 5 years’ experience in monitoring and evaluation, analyzing operational systems to support project implementation • Experience in stakeholder engagement, including coordination with public and private sector partners will be an asset.

7. WORKING AND REPORTING ARRANGEMENT

The Consulting Firm for the Assessment on the GIDC will work closely with the GIDC management and staff of its Business Development Centre and the National Project Coordinator of the PIU for the OECS SKIP, through the Innovation and Entrepreneurship Specialist.

In addition, the Consulting Firm will report to the GIDC and collaborate closely with the OECS Skills and Innovation Project, Project Implementation Unit (PIU) in Grenada. The PIU is the sole authority responsible for approving the assessment report and action plan prepared by the Firm.

Client’s Responsibility

GIDC in collaboration with the OECS SKIP PIU shall evaluate the quality of work delivered by the Consulting Firm 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:

- Make available, where necessary, office space, including a desk, chair and phone for the Consulting Firm.
- Assign a point of contact to liaise with the Consulting Firm.
- Contract and manage the Consulting Firm.
- Facilitate the timely submission of deliverables to the PIU.
- Provide the firm with relevant information to facilitate the specific assignment under the consultancy.

- Review reports to ascertain congruence with the terms of reference.
- Collaborate with relevant stakeholders (PIU), to ensure the timely review and acceptance of the reports submitted by the Consulting Firm, not more than two (2) weeks after receipt of reports.
- Submit the inception report, technical capacity assessment report, action plan, implementation and final reports to the PIU for approval.
- Make payments to the firm once approval of inception report, technical capacity assessment report, action plan, implementation and final reports have been provided by the PIU.

Consulting Firm's Responsibility

The following are the general expectations of the Consulting Firm:

- Submit all reports to the GIDC.
- Submit from the outset the expected outputs, as well as ensure timely submission to the GIDC for review.
- Responsible for equipment, materials, accommodation (where applicable) and transportation.
- Responsible for engagement of resources necessary to undertake the services.
- Commit to treat with utmost confidentiality and ethical standards, all information and materials gathered and used relating to this engagement or the Client's business or operations.
- Maintain regular communication with the GIDC to ensure the timely completion of the aforementioned deliverables.

8. CONTRACT DURATION

Duration

The Consulting Firm will be engaged for a period of 10 weeks from contract signing.