

TERMS OF REFERENCE

SURINAME BASIC EDUCATION IMPROVEMENT PROJECT 1521/OC-SU

DESIGN OF A COMPETITIVE FUND FOR SCHOOL IMPROVEMENT AND INNOVATION

I. BACKGROUND

In the past years Suriname has, inspired by the bottlenecks and problems experienced with education and also in the light of international and regional developments and commitments, taken many actions to transform the entire educational system.

In this respect many sector-wide studies and analysis of education have been performed that were partly funded by different donors.

Also MINOV started in 2001 with a national mobilization process in order to consult the stakeholders in the education sector to lay the foundation for the realization of a short, medium and long term educational policy with a scope of 15 – 20 years.

A five year Education Sector Plan was derived from all the studies, analysis, sector plan and other documents.

To achieve some of the objectives as mentioned in the educational policy documents, the Government and the Inter-American Development Bank (IDB) signed the loan contract 1521/OC-SU “Basic Education Improvement Program (BEIP)” on March, 31 2004.

This project aims at improved quality and increased efficiency of the basic education system by updating the educational contents and processes, providing inputs to schools and supporting institutional reforms to strengthen MINOV and build-up management capacities at the school level.

Within Component III, Strengthening of management capacities at the school level, the Project seeks to build management capacities and autonomy at the school level, which will enable the transferring of functions and resources to schools. For this purpose, actions will be taken in order to: strengthen the leadership capacity of school principals; give better access to teachers and schools to educational resources; support school improvement initiatives and build school-level autonomy, decision making and planning capacity; strengthen the administrative capacity within schools; and develop a management model for schools in the Interior consistent with its geographical and cultural characteristics.

The establishment of a school improvement and innovation fund is a crucial element within the strategy of improving local school ownership, particularly within a context of a very centralized education system, which prevents schools from making decisions that better meet their particular problems. Through this approach it is expected that schools will be able to diagnose problems, set priorities, and develop time-bound action plans for achieving their individual school goals. Through the establishment of a school improvement and innovation fund, the Project seeks to support 65 school improvement initiatives as a way to strengthen school-level autonomy, decision-making and planning capacity. The objective is to establish a mechanism within the MINOV to directly fund school-level projects that aim to address problems identified by the school community. The fund will allow schools to make small investments in supporting teacher innovations and student initiatives, in purchasing learning equipment, and in upgrading the school’s facilities.

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II. CONSULTANCY OBJECTIVES

2.1 The objective of this consultancy is:

to elaborate a proposal for the organizational framework and governance structure of the fund and to determine the potential demand profile from schools, as well as a social marketing strategy for the fund.

III. ACTIVITIES

- 3.1 Review and analysis of the Literature: The consultant shall review, inter alia, (i) Concept Haalbaarheidsstudie verzelfstandiging VOJ – en VOS scholen (ii) Sectorplan Onderwijs 2004-2008, November 2004; (iii) Surinaams Educatief Plan- SEP, December 2002.
- 3.2 Conduct needs assessment workshops in order to find out the potential demand from schools and to detect their needs of technical assistance while preparing and executing projects. School principals, parents groups and NGO's involved in education should attend the workshops in order to identify expectations and needs and possible obstacles to implement this fund. The workshops should be organized properly in order to have a good regional picture of the situation.
- 3.3 Discuss the conclusions of 4.1, with the PCU in order to plan accordingly the activities described in 4.3.
- 3.4 Design the organizational framework and governance structure of the fund. This should include the definition of procedures, during preparation, evaluation, execution and monitoring of school projects. The consultant should elaborate a template for school improvement projects that will consist at minimum of an action plan, with specific goals, implementation strategy and budget, developed by each school with the participation of the school principal, teachers, students and parents.
- 3.5 Design a strong social marketing strategy to encourage schools to participate and to inform them of the education reform goals.
- 3.6 Design a plan to strengthen MINOV capacity to support schools in developing, evaluating and implementing their projects. MINOV shall assign a unit to coordinate and monitor this initiative with the support of all other relevant units within the Ministry and Non-Governmental Organizations (NGOs) working in the educational field.

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IV. EXPECTED REPORTS

- 4.1 A report of the needs assessment workshops with their main findings and conclusions.
- 4.2 An Operating Manual for the School Innovation and Improvement Fund in terms of its organizational framework, governance structure and procedures for preparing, financing, evaluating, executing and monitoring of school projects.
- 4.3 A report outlining a social marketing strategy to encourage schools to participate and to inform them of the fund.
- 4.4 A report describing a plan to strengthen MINOV capacity to support schools in developing, implementing and evaluating of their projects.
- 4.5. The reports as mentioned in 4.1, 4.3, 4.4 and the Operational Manual as mentioned in 4.2 must be submitted to MINOV and the Bank for no-objection.
- 4.6. Within two weeks of signing the contract, the consultant shall submit a work plan and outline for the reports as mentioned in 4.1, 4.3, 4.4 and the Operational Manual as mentioned in 4.2 for approval by the IDB and MINOV.

V. CHARACTERISTICS OF THE CONSULTANCY

- 5.1 Type of consultancy: Short time local consultant
- 5.2 Counterpart: The PCU will be the local counterpart of this consultancy and will facilitate the consultant's interviews and contacts.
- 5.3 Starting date and duration: for 50 continuous days.
- 5.4 Place of work: Paramaribo, Suriname.

VI. MINIMUM QUALIFICATIONS OF THE CONSULTANT

The consultant should have at least a Master Degree in Economics, Public Administration or other related discipline. Other requirements include: (i) at least 8 years in project management and operations in Social Investment Funds (ii) at least 5 years of expertise in institutional development, monitoring and evaluation, preferable in Latin American countries, the Caribbean or other developing countries (iii) excellent ability to analyze and synthesize vast amounts of information, (iv) strong writing skills, the consultant must be fluent in Dutch and English.

VII. COORDINATION

The consultant shall report to the PCU/MINOV and work closely with the entire PCU Project Team. The MINOV departments Administrative Services, Research and Planning and Education will also be actively involved in all the activities and will have specific responsibilities related to this consultancy.