

## Terms of Reference

### Consultancy for the Organizational Development of the Central Statistics Office (CSO)

Title:	<b>Consultancy for the Organizational Development of the Central Statistics Office (CSO)</b> Saint Lucia Project Implementation Unit for the (OECS) Data for Decision Making Project
Location:	Saint Lucia Central Statistical Office, The Ministry of Finance, Economic Development and Youth Economy
Tentative Start Date:	June 9 2025

#### I. BACKGROUND

The OECS Data for Decision Making (DDM) Project is a regional project that seeks to improve the capacity of participating Eastern Caribbean countries to produce and publicly disseminate statistical data for country and regional level analytics. The Project is implemented by Grenada, Saint Lucia and St. Vincent and the Grenadines, and the OECS Commission. It seeks to achieve its objective by strengthening both national and regional level capacities and fostering regional coordination. At the national level, Components 1 and 2 of the Project strengthen national statistical systems through (i) statistical modernization and capacity building, and (ii) data production, analysis, and dissemination, with a focus on the population and housing census, living conditions surveys, labor market surveys, and agricultural census. At the regional level, Component 3 of the project supports the OECS Commission’s mandate for regional integration and the strengthening of the regional statistical system. Component 4 supports project implementation, and Component 5 provides a contingency option for immediate surge funding in the event of a national emergency. The project is expected to be implemented over a five-year period ending in June 2027. Additional details on the Project can be found [here](#).

The Central Statistical Office (CSO) within Saint Lucia’s Department of Economic Development and Youth Economy (DoED) plays a pivotal role as the primary custodian of Saint Lucia’s data ecosystem and is responsible for producing, disseminating, and managing statistical information for users in general. Saint Lucia’s CSO faces a range of challenges typical to statistical offices of small developing states. Due to the small size of the CSO (30 technical and 7 administrative staff), the human resources are limited, and staff turnover poses major challenges. Moreover, Saint Lucia will lose many of its technical team in the next five years due to retirement from the Civil Service. With the high turnover comes the potential loss of valuable institutional knowledge and experience. In addition, the CSO faces challenges with limited documentation systems, outdated methodologies, low quality standards and weak coordination mechanisms. Furthermore, with technological development and methodological advances, for instance in the area of GIS, the demand for qualifications in the NSO are expected to change. In this context, organizational and managerial development, including succession planning and documentation, as well as leveraging economies of scale through tapping into regional expertise, is essential to enable the CSO to fulfill its mandate.

In addition, Saint Lucia’s CSO is aiming at achieving independence and autonomy by transitioning to a national statistical institute (NSI). A separate consultancy (expected to start in April 2025) has been commissioned by the CSO to provide technical assistance for the revision of the Saint Lucia’s Statistics Act, which should provide the proposed legal framework for an NSI. Transitioning to an NSI should

elevate the credibility and authority of the CSO while ensuring its independence and autonomy in statistical operations, free from political or governmental influence. To support this transition, additional organizational development is necessary that should align the CSO's structure, procedures, and operations with best practices of recognized NSIs.

The DoED is therefore seeking to recruit the services of a firm to undertake the activities for the scope of work outlined below in section II under Component 1 of the OECS DDM Project in Saint Lucia.

## **II. SCOPE OF SERVICES**

Under the direction of the Department of Economic Development, the Consulting firm will be expected to undertake the assignment, according to the activities outlined below.

<b>Activities</b>	<b>Description of Engagement</b>
<p>1. Support the development of the Strategic Goals and Objectives of the CSO, in line with Saint Lucia's National Strategy for the Development of Statistics that is currently being developed</p>	<p>Define clear and measurable objectives for the CSO aligned with key recommendations for official statistics priorities.</p> <p>Propose targets for enhancing data quality, timeliness, accessibility, and relevance of data produced by the CSO.</p>
<p>2. Assessment of CSO's current organizational structure</p>	<p>Conduct an analysis of business processes, using desk research, interviews with employees and a sample of users, outline challenges and bottlenecks.</p> <p>Identify areas for improvement and innovation in statistical methodologies, data collection, analysis, and dissemination.</p> <p>Documentation of Standard Operating Procedure to maintain business continuity and provide guidelines and templates for documentation of new procedures.</p> <p>Evaluate the existing organizational structure, functions, and capabilities of the CSO.</p> <p>Analyze the workforce skills, competencies, and capacity within the organization to address the demands of stakeholders for data and information and meet international regional standards.</p> <p>Review the technological infrastructure and data management systems in place for (i) producing, processing, analyzing, and disseminating statistical data and for (ii) managing resources, projects, and finances.</p> <p>Assess the relevant legal framework, policies, and regulations governing statistical activities in Saint Lucia, in coordination with ongoing efforts to review Saint Lucia's Statistical Act.</p>
<p>3. Develop Proposal for</p>	<p>Develop new business processes per Generic Statistical</p>

<b>Activities</b>	<b>Description of Engagement</b>
<p>New Organizational Structure of the CSO, including succession plan, with options for transitioning to a National Statistical Institute (NSI)</p>	<p>Business Process Model (GSBPM) and the organizational re-design per Generic Activity Model for Statistical Organization (GAMSO).</p>
	<p>Outline and cost a succession plan for the new organizational structure, including proposed job descriptions for current and proposed staff positions, and prepare a guideline for preparation of future succession plans to ensure business continuity.</p>
	<p>Review of the mission statement and goals of the CSO and recommend changes in accordance with the proposed revamped organizational structure of the CSO to perform its mission, taking into account the comparative analysis of NSSs existing in CARICOM and OECS (best practices).</p>
	<p>Propose improvements to relevant legislation (including internal legal documents of the CSO) needed to operate in the new structure.</p>
	<p>Provide recommendation regarding the design and development of IT-systems to manage new organization, resources, projects, finances.</p>
	<p>Lay out roadmap for institutional reforms required for transitioning to NSI, including timeline, and in line with the proposed legal provisions for the establishment of the NSI as per the revised Statistics Bill.</p>
	<p>Prepare preliminary budget for new organizational structure, identifying one-time and recurring expenditures, and in line with the proposed legal provisions for the establishment, operation and structure of the NSI, as per the revised Statistics Bill.</p>
	<p>Develop a Change Management Strategy to have a phased approach for implementation of the agreed new organizational structure, including (a) timelines and milestones, (b) realignment of staff positions and functions to address the services demands of the CSO, and (c) risk mitigation plan. The strategy shall be prepared after the development of new business processes per Generic Statistical Business Process Model (GSBPM) and the organizational re-design per Generic Activity Model for</p>

<b>Activities</b>	<b>Description of Engagement</b>
	<p>Statistical Organization (GAMSO).</p> <p>Discuss the proposed changes, preservation of effective elements, expectations and concerns with the management of the DoED, CSO staff, and key stakeholders</p>
<p>4. Capacity Building</p>	<p>Develop a training outline and professional development plan for CSO staff to enhance their professional, leadership and statistical skills, knowledge, competencies and expertise that will foster a culture of continuous learning, innovation, and excellence within the organization, including training in project management. The training plan should be coordinated with the OECS Commission's training strategy that is being developed under Component 3 of the OECS DDM Project.</p> <p>Develop basic technical level entry requirements modules new officers joining the department must undertake as part of the orientation program. The Basic Technical Level Entry Requirements Program should ensure new officers are equipped with the basic technical knowledge and skills they need to perform their roles effectively, including the use of the department's technical infrastructure.</p>
<p>5. Data Governance and Quality Assurance</p>	<p>Assess the current data governance mechanisms and provide recommendations for a robust structure that will ensure statistical information's integrity, confidentiality, and security.</p> <p>Prepare guidelines for quality assurance processes and standard operating procedures to validate and improve data accuracy, reliability, and consistency.</p> <p>Prepare a strategy to enhance transparency and accountability in statistical operations and decision-making processes.</p> <p>Design/ propose enhancements to the statistical data and metadata management system taking into account the entire process of statistical production from data collection to data dissemination and archiving based on the GSBPM;</p>
<p>6. International Cooperation</p>	<p>Provide recommendations to strengthen partnerships with regional and international statistical organizations to leverage expertise, resources, and best practices.</p> <p>Provide recommendations for the participation of the CSO in</p>

<b>Activities</b>	<b>Description of Engagement</b>
	collaborative projects and initiatives to improve statistical capacity and harmonize methodologies across countries, in particular through the OECS Regional Data Governance Council that is being supported under Component 3 of the OECS DDM.
	Align statistical activities with international standards and frameworks to facilitate comparability and compatibility of data.
7. Annual budgeting and operationalization	Assess the CSO budget process, institutionalize framework for annual budgeting and operationalization, including for the OECS DDM Project.
	Provide training for the preparation and revision of the annual work programme and budget, including templates
8. Sustainability and Resilience	Outline anticipated risks such as budget constraints, staff turnover, technological disruptions, and changes in data demand and propose mitigation strategies.
	Ensure the long-term sustainability and resilience of the CSO by proposing areas of funding sources, resources, and institutional support.
	Identify proposed areas to diversify revenue streams if any and explore opportunities for generating income through fee-based services, data monetization, or public-private partnerships.

### **III. QUALIFICATIONS AND EXPERIENCE**

The firm is expected to have the following qualifications and experiences:

1. At least 5 years' experience in providing consulting services in planning and implementation of statistical projects, organizational development and modernization of a national statistical office, evaluation of statistical systems and capacity building in statistics;
2. Demonstrated experience in planning and implementing at least 2 projects on Organizational Development or Human Resource Management for official statistics;
3. Demonstrated experience in planning and implementing at least 2 projects on enhancement of IT and statistical infrastructure, use of administrative data and new data sources for statistical purposes;
4. Demonstrated experience in at least 2 similar activities in the preparation of succession plans and job description and training plans.

## **Key experts**

### **1. Senior Statistician/Project Lead and Focal point**

- i. Master's degree in statistics, economics or social sciences or related disciplines, or Master's degree in business management;
- ii. More than 10 years of experience in managing a significant number of projects in the field of statistics, censuses, other surveys, etc.
- iii. Experience in at least 2 assignments in the implementation of projects in the field of statistical modernization or similar activities
- iv. Experience in managing the implementation of complex projects that require the work of interdisciplinary teams of specialists;
- v. Knowledge of international standards and best practices in the field of official statistics;
- vi. Demonstrated communication skills to inform Government representatives and other audiences.

### **2. Statistician**

- i. An Advanced degree in Statistics/ Economics, or another related field;
- ii. More than 7 years of experience in the field of statistical data operations, surveys, data collection etc.;
- iii. Participation in the implementation of at least two projects in the field of modernization and reform of statistical agencies;
- iv. At least three years' experience in consulting in the area of organizational development of statistical offices and reorganization of business processes in accordance with international best practices, including identification of factors that cause inefficiency;
- v. Demonstrated knowledge of international standards and best practices in the field of official statistics;
- vi. Knowledge and experience in the field of statistical legislation in different countries and specifically the Caribbean region;
- vii. Experience in managing at least one complex project in the area of modernization of the statistical system.

### **3. Strategic Management /Change Management Specialist**

- i. An Advanced degree in Strategic Management, Public administration or other related fields;
- ii. At least 5 years' practical experience in designing and implementing change management strategies/plans, including the use of change management principles, methodology and tools;
- iii. At least 5 years' experience in conducting change management assessments, including identification and analysis of risks and preparing risk management tactics for at least two similar assignments;

- iv. At least 5 years' experience in organizational development;
- v. Demonstrated excellent communication and presentation skills.

#### **4. Human Resource Consultant**

- i. An Advanced degree in HRM, Public administration, other related fields;
- ii. More than 7 years of experience in HRM in government agencies or statistical agencies;
- iii. Participation in the implementation of at least two similar projects on HRM;
- iv. Experience in developing and implementing strategies and action plans to ensure effective human resource management for at least two similar projects;
- v. Experience in the organization of personnel planning, recruitment, adaptation, motivation and evaluation of employee performance, staff development and career growth in at least two similar projects;
- vi. At least 5 years' experience in using IT systems in the field of HRM;

### **IV. DELIVERABLES**

Deliverables expected from the assignment:

1. Inception report, outlining the approach to the assignment and proposed schedule for undertaking the assignment;
2. Assessment (document) of CSO's current organizational structure with respect to achieving the CSO's strategic goals and objectives;
3. Proposal (document) for the new organizational structure with options for transitioning to an NSI, considering strategic goals and objectives, and including:
  - i. Proposed targets for enhancing data quality, timeliness, accessibility, and relevance of data produced by the CSO
  - ii. Proposal for new business processes
  - iii. Succession plan including proposed job descriptions and a guideline for preparation of future succession plans to ensure business continuity
  - iv. Proposed improvements to relevant legislation (including internal legal documents of the CSO) needed to operate in the new structure
  - v. Proposed new structure for data governance and quality assurance, including enhancements to the statistical data and metadata management system
  - vi. Recommendation regarding the design and development of IT-systems to manage new organization, resources, projects, finances
  - vii. Roadmap for institutional reforms required for transitioning to NSI, including timeline
  - viii. Preliminary budget for new organizational structure, identifying recurrent one-time and recurring expenditures
  - ix. Recommendations for regional and international cooperation
  - x. Outline of anticipated risks and proposal for respective mitigation strategies
  - xi. Proposed funding strategies to ensure long-term sustainability and resilience



- xii. Change management strategy (document) for the new organizational structure, including (a) timelines and milestones, (b) realignment of staff positions and functions, and (c) risk mitigation plan
- 4. Debriefing with management of the DoED, CSO staff, and key stakeholders on proposed changes, preservation of effective elements, expectations and concerns;
- 5. Training outline and professional development plan for CSO staff and proposal for basic technical level entry requirements modules for new CSO officers;
- 6. Guidelines for quality assurance processes and standard operating procedures to validate and improve data accuracy, reliability, and consistency;
- 7. Guidelines, including templates, and training for annual budgeting, planning and sourcing of resources

**V. DURATION OF ASSIGNMENT:**

The assignment is expected to commence in June, 2025 and the engagement will be for an estimated duration of eight (8) months.

**VI. DELIVERABLE AND PAYMENT SCHEDULE**

Delivery	Payment Schedule
Inception Report - 2 Weeks after convening of Inception meeting	10%
Assessment (document) of CSO’s current organizational structure and draft proposal (document) for the new organizational structure, considering strategic goals and objectives, and including outputs outlined under deliverable #3 - submission 12 weeks after inception meeting	40%
Debriefing/presentation to the DoED, CSO and other key stakeholders - 15 weeks after the inception meeting	10%
Final Proposal (document) for the new organizational structure, considering strategic goals and objectives, and including outputs outlined under #3- 20 weeks after the inception meeting	10%
Training proposal including training plan - 20 weeks after inception meeting	10%

Guidelines, including templates, and training for annual budgeting, planning and sourcing of resources - 20 weeks after inception meeting	10%
Guidelines for quality assurance processes and standard operating procedures to validate and improve data accuracy, reliability, and consistency-22 weeks after the inception meeting	10%

## VII. SELECTION METHOD

The Consulting firm will be selected through the “QCBS method” in accordance with the [World Bank Procurement Regulations for IPF Borrowers](#) (Procurement Regulations), September 2023.