

TERMS OF REFERENCE

Title:	Consultancy for the Organizational Development of the Central Statistics Office (CSO)
Location:	Central Statistical Office (Grenada), The Ministry of Mobilization, Implementation and Transformation
Duration	12 months

I. BACKGROUND

The OECS Data for Decision Making (DDM) Project is a regional initiative that aims to enhance the capacity of participating Eastern Caribbean countries to generate and publicly disseminate statistical data for countries and regional-level analytics. The Project is implemented by Grenada, Saint Lucia, 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.

The Central Statistical Office (CSO) of Grenada's Ministry of Economic Development, Planning and Cooperatives serves as the cornerstone of the nation's data ecosystem, producing, disseminating, and managing statistical information for a broad range of users. Like many statistical offices in small developing states, Grenada's CSO faces significant challenges. Its limited human resources and high staff turnover are persistent obstacles, exacerbated by the anticipated retirement of a significant portion of its technical team within the next five years. These turnover risks the loss of valuable institutional knowledge and experience. The CSO also contends with inadequate documentation systems, outdated methodologies, inconsistent quality standards, and weak coordination mechanisms. Technological advancements and evolving methodologies—such as those related to GIS—are shifting the qualifications required of CSO staff. In response, organizational and managerial development, including succession planning, enhanced documentation, and regional collaboration, are critical for enabling the CSO to fulfill its mandate and adapt to changing needs.

An initiative of the OECS DDM project thus far is a National Strategy for the Development of Statistics (NSDS), which is an inclusive and comprehensive planning document that provides a framework for strengthening a country's National Statistical System (NSS) to produce reliable, high-quality data for evidence-based decision-making. With guidance from PARIS21! It outlines medium-term vision, costed action plans, and strategies for improving statistical capacity, data quality, dissemination, and user engagement to meet national and international commitments.

The project is seeking a firm to strengthen the Central Statistical Office as outlined below, in line with the NSDS.

II. OBJECTIVES

The primary objective of this consultancy is to strengthen the organizational and operational effectiveness of the CSO in Grenada by:

- Proposing an updated organizational structure, including a succession plan.
- Developing a comprehensive Human Resource Management Strategy (HRMS) and Action Plan.
- Enhancing business processes and operational efficiency.
- Strengthening data governance, quality assurance mechanisms, and financial sustainability.

III. SCOPE OF SERVICES

The consultancy will be executed in six phases, each comprising specific activities:

Phase 1: Organizational Assessment

- Review the legal and institutional framework governing the CSO.
- Assess the current organizational structure, functions, staffing levels, and technical capacity.
- Evaluate alignment with international and regional frameworks such as the Generic Statistical Business Process Model (GSBPM), the CARICOM Quality Assurance Framework (CQAF) and the Generic Activity Model for Statistical Organizations (GAMSO).
- Identify critical gaps in human resources, business processes, and performance management systems.

Phase 2: Strategic Development and Restructuring

- Define strategic priorities and reform goals aligned with the National Strategy for the Development of Statistics (NSDS).
- Propose a revised organizational structure, including functional units and reporting lines.
- Develop job descriptions, a succession plan, and staffing models.

Phase 3: Human Resource Management Strategy (HRMS) and Action Plan

- Design a results-based HRMS encompassing recruitment, training, performance evaluation, and retention strategies.
- Align the HRMS with Grenada's civil service frameworks while promoting flexibility and meritocracy.
- Develop a costed implementation plan with timelines, responsibilities, and resource requirements.

Phase 4: Data Governance and Quality Management

- Review existing data governance practices.
- Recommend standards for data protection, privacy, and metadata management.
- Propose internal quality assurance mechanisms for data production and dissemination.

Phase 5: Annual Budgeting and Operationalization Framework

- Assess the CSO's existing annual budgeting process, including budget formulation, execution, monitoring, and reporting mechanisms.
- Evaluate the alignment between financial planning and the CSO's strategic and operational priorities under the NSDS.
- Develop a practical framework to strengthen annual budgeting and operational efficiency, incorporating mechanisms for cost optimization and accountability.
- Establish standardized procedures and tools for budget preparation, expenditure tracking, and performance-based resource allocation.
- Recommend and deliver capacity-building activities, including training sessions, to improve staff competencies in budgeting, financial analysis, and performance-based resource allocation.

Phase 6: Financial Sustainability and Change Management

- Propose strategies for institutional financial planning and resource mobilization.
- Identify risks associated with implementing the organizational, structural, and operational reforms proposed under Phases 1–5, and propose mitigation measures. Develop a change management and stakeholder engagement strategy.

IV. DELIVERABLES

The consulting firm is expected to produce the following deliverables:

1. **Inception Report**, outlining the approach, methodology, and proposed schedule for the assignment.
2. **Organizational Assessment Report**, including:
 - Evaluation of the CSO's current organizational structure in relation to its strategic goals under the NSDS.
 - Incorporation of the legal and institutional framework governing the CSO.
 - Assessment of alignment with international frameworks (GSBPM, GAMSO).
 - Identification of critical gaps in human resources, business processes, and performance management.
3. **Draft Organizational Development Strategy** including:
 - Strategic recommendations based on the organizational assessment.
 - Proposed revised organizational structure including functional units and reporting lines.
 - Develop job descriptions, a succession plan, and staffing models.
4. **Human Resource Management Strategy and Action Plan**, including:
 - Recruitment, training, performance evaluation, and retention strategies.
 - Development of a training and professional development plan for CSO staff.
 - A costed implementation plan with timelines, responsibilities, and resource needs

5. **Annual Budgeting, Institutional Financial Planning, and Resource Mobilization Framework**, including:

- Assessment of the CSO's annual budgeting process.
- Development of framework to strengthen annual budgeting and operational efficiency
- Standardized procedures and tools for budget preparation, expenditure tracking, and performance-based resource allocation.
- Development of training materials, including presentations, exercises, and reference guides tailored to the CSO operations. Include practical exercises and case studies to enhance staff competencies in budgeting, financial analysis, and performance-based resource allocation.
- Delivery of a two-day in-person training session for the staff of the CSO responsible for budgeting and financial management.
- Training evaluation report summarizing participant feedback, key learnings, and recommendations for follow-up capacity-building initiatives.
- Long-term financial sustainability plan outlining strategies for budgeting, cost optimization, and resource mobilization.
- Identification of potential funding partners and opportunities to diversify revenue sources.
- Integration of financial sustainability considerations into organizational and HR strategies.

6. **Data Governance and Quality Assurance Framework**, including:

- Guidelines and standard operating procedures for quality assurance to improve data accuracy, reliability, and consistency.
- Recommendations for data protection, privacy, and metadata standards.
- Proposal for internal quality assurance mechanisms for data production and dissemination.
- Delivery of a two-day in-person training session for the staff of the CSO on data governance principles, quality assurance procedures, and best practices in data management and protection, with at least one representative from each unit participating.

7. **Risk Assessment, Change Management, and Stakeholder Engagement Strategy**, including:

- Identification of financial, operational, and institutional risks that may affect reform success.
- Development of mitigation strategies and monitoring mechanisms to ensure continuity and accountability.
- Framework for managing organizational transition, staff adaptation, and communication during reform implementation.
- Defined stakeholder engagement mechanisms to ensure collaboration, transparency, and continued support for reform initiatives.
- Plan for leadership and staff capacity building to sustain institutional improvements post-project.

8. **Stakeholder Consultation Summary**, including:

- Consultations to validate the institutional challenges, proposed reforms, and implementation strategies across organizational restructuring, human resource development, data governance, and financial sustainability.

- Summary of consultations with the Ministry of Economic Development, Department of Public Administration, CSO staff, and other key stakeholders.
- Documentation of proposed changes, preservation of effective elements, and stakeholder expectations and concerns.

9. **Final Comprehensive Report on the Organizational Development of the CSO**, including:

- A synthesis of key findings, analyses, and recommendations from all project phases.
- Integration of the finalized organizational structure, Human Resource Management Strategy and Action Plan, Data Governance and Quality Assurance Framework, Annual Budgeting Framework, Financial Sustainability Strategy, and Change Management Strategy.
- A consolidated risk mitigation framework, implementation roadmap, and monitoring indicators to support reform execution and sustainability.
- Summary of stakeholder feedback and validation outcomes incorporated into final recommendations.

V. DELIVERABLES AND PAYMENT SCHEDULE

DELIVERABLE	TIMELINE (after contract signing)	ALLOCATION %
Inception Report	2 weeks	5%
Organizational Assessment Report	16 weeks	15%
Draft Organizational Development Strategy	24 weeks	10%
Human Resource Management Strategy and Action Plan	30 weeks	10%
Annual Budgeting, Institutional Financial Planning, and Resource Mobilization Framework	36 weeks	10%
Data Governance and Quality Assurance Framework	40 weeks	10%
Risk Assessment, Change Management, and Stakeholder Engagement Strategy	45 weeks	10%
Stakeholder Consultation Summary	50 weeks	10%
Final Report	52 weeks	20%

VI. QUALIFICATIONS AND EXPERIENCE

Qualifications and Experience of the Consulting Firm

The consulting firm is expected to possess the following qualifications and experience:

1. **Minimum of five (5) years' experience** in providing consulting services related to:
 - Planning and implementation of statistical projects;

- Organizational development and modernization of national statistical offices;
- Evaluation of statistical systems and capacity building in statistics.
- 2. **Demonstrated experience** in planning and implementing at least **two (2) projects** focused on Organizational Development or Human Resource Management within official statistics.
- 3. **Proven experience** in at least **two (2) assignments** involving the preparation of succession plans, job descriptions, and training plans.

Key Experts

1. Senior Statistician / Project Lead and Focal Point

- Master's degree in Statistics, Economics, Social Sciences, Business Management, or a related discipline.
- More than ten (10) years' experience managing projects in statistics, censuses, surveys, or related fields.
- Experience in at least two (2) assignments involving statistical modernization or similar activities.
- Proven ability to manage complex projects involving interdisciplinary teams.
- Knowledge of international standards and best practices in official statistics.
- Strong communication skills for engaging with government representatives and diverse stakeholders.

2. Statistician

- Advanced degree in Statistics, Economics, or a related field.
- More than seven (7) years' experience in statistical data operations, surveys, and data collection.
- Participation in at least two (2) projects focused on modernization and reform of statistical agencies.
- Minimum of three (3) years' consulting experience in organizational development and business process reengineering in statistical offices.
- Demonstrated knowledge of international standards and best practices in official statistics.
- Familiarity with statistical legislation across various countries, particularly in the Caribbean region.
- Experience managing at least one (1) complex project related to statistical system modernization.

3. Strategic Management / Change Management Specialist

- Advanced degree in Strategic Management, Public Administration, or a related field.
- At least five (5) years' practical experience in designing and implementing change management strategies using recognized principles, methodologies, and tools.
- Experience conducting change management assessments, including risk identification and mitigation, in at least two (2) similar assignments.
- Minimum of five (5) years' experience in organizational development.
- Excellent communication and presentation skills.

4. Human Resource Consultant

- Advanced degree in Human Resource Management, Public Administration, or a related field.
- More than seven (7) years' experience in HRM within government or statistical agencies.
- Participation in at least two (2) HRM-related projects.
- Experience developing and implementing HR strategies and action plans in at least two (2) similar projects.
- Proven expertise in personnel planning, recruitment, motivation, performance evaluation, staff development, and career growth.
- Minimum of five (5) years' experience using IT systems in HRM.

5. Public Finance / Financial Management Expert

- Advanced degree in Public Finance, Accounting, Economics, Business Administration, or a related field.
- At least seven (7) years' experience in public sector financial management, budgeting, or institutional financial planning.
- Proven experience developing and implementing budgeting frameworks, expenditure tracking systems, and performance-based budgeting models for public sector agencies.
- Participation in at least two (2) assignments related to financial sustainability, resource mobilization, or institutional strengthening within government or international development projects.
- Familiarity with financial regulations and public financial management frameworks in the Caribbean region.
Experience in designing and delivering capacity-building or training programs on budgeting and financial management.

VII. INSTITUTIONAL ARRANGMENTS

The consulting firm will report directly to the Director of Statistics and coordinate closely with the Project Implementation Unit (PIU) and other relevant ministries. The firm will receive support from the Project Steering Committee and will be granted access to all necessary institutional documentation, staff, and infrastructure required to carry out the assignment effectively.

VIII. DURATION OF THE ASSIGNMENT

The assignment is expected to commence in **March 2026** and will span an estimated duration of **twelve (12) months**.

IX. SELECTION METHOD

The consulting firm will be selected using the **Consultant's Qualifications Selection (CQS) method**, in accordance with the **World Bank Procurement Regulations for Investment Project Financing (IPF) Borrowers**, Sixth Edition, issued in **February 2025** and effective from **March 1, 2025**.