

Terms of Reference

Consultancy to Provide Technical Assistance to the CSO to Improve the Coverage and Quality of Economic Statistics for the OECS Data for Decision Making (DDM) Project - Grenada Component

Title	Consultancy to Provide Technical Assistance to the CSO to Improve the Coverage and Quality of Economic Statistics OECS Data for Decision Making (DDM) Project - Grenada Component
Location	Central Statistics Office. Ministry of Economic Development, Planning and Cooperatives. Grenada.
Tentative Start Date	1st September, 2026

1. Background

The Government of Grenada, with support from the World Bank, is implementing the *OECS Data for Decision-Making (DDM) Project* to improve the institutional environment for the production, dissemination and use of data and official statistics, together with Saint Lucia, Saint Vincent and the Grenadines, and the OECS Commission. The broad outcome of the *OECS DDM Project* is an integrated regional statistical system (RSS) grounded in the access to and availability of country-comparable data from its attendant national statistical systems (NSS). The NSS is a network of ministries, departments and agencies (MDAs), individuals, households, businesses and institutions within which each has a role to play in the production, dissemination or use of data and official statistics. The NSS can be formalised with statistical legislation or with official institutional mechanisms or formal arrangements for efficient and effective organisation, management and coordination.

To that end, the *OECS DDM Project* supports strategic development of statistics through the modernisation of statistical legislation; data collection using surveys, censuses and administrative sources; training facilitation; supply of IT equipment; and advocacy and communication in Grenada. The country's capacity to produce and disseminate quality and regionally comparable disaggregated economic and social data and official statistics is expected to be enhanced; and data users will have access to evidence and insights for their respective needs whether for policies and programmes for national and regional development; or for individual and business needs. The Project is expected to close in June 2027. Additional information on the Project can be found in the [Project Appraisal Document](#).

The Grenada component of the OECS DDM Project (ODDMP-Grenada) became effective in August 2022 and implementation is led by the Central Statistics Office (CSO). It is designed to improve the

production and dissemination of economic, social and environmental data and official statistics by strengthening the CSO's legislative, strategic and organisational environment; and the oversight and governance of the Grenada NSS. The project's support to produce economic statistics has focused on developing the **tourism satellite accounts**; and setting up the infrastructure for the compilation of **trade-in-services** statistics. Additionally, a comprehensive programme was undertaken to clean and finalise the back years and to increase the efficiency of processing **merchandise trade** data.

At present, the CSO has not yet completed a formal assessment of the implications of SNA 2025 for Grenada's national accounts and related macroeconomic statistics. While work has advanced in selected domains, including tourism satellite accounts, trade-in-services statistics, and the processing of merchandise trade data, a structured readiness review and phased implementation roadmap are still required to identify priority changes in concepts, classifications, data sources, institutional arrangements and staff capacity. Similarly, the use of ISIC across the CSO and administrative data custodians is not yet sufficiently standardized to assure national consistency in the classification of economic activity. Administrative records maintained by institutions such as the Inland Revenue Department (IRD), the National Insurance Scheme (NIS), the Corporate Affairs and Intellectual Property Office (CAIPO), the Eastern Caribbean Central Bank (ECCB), and other relevant MDAs are important inputs for economic statistics, but differences in concepts, definitions, coding practices, update procedures and metadata can reduce comparability and limit their statistical use.

In addition, Grenada requires a more systematic approach to maintaining an up-to-date Statistical Business Register (SBR) as a core statistical asset for economic statistics. The expected output is an improved framework for maintaining an up-to-date register of economic actors, supported by agreed variables, harmonized classification practices, clearer protocols for updating business events, and practical guidance that will enable the CSO to strengthen and maintain the SBR over time. This will support improved coverage of the Grenada economy and provide a stronger basis for business demography, national accounts, trade statistics and other integrated economic outputs.

Given the interrelationship among these data series the foundational statistical infrastructure must be established to assure data quality and to ensure macroeconomic, trade and business data can be integrated to better describe the Grenada economic structure and business ecosystem.

To support this agenda, the CSO seeks to engage a qualified firm that can field a team with expertise and experience in macroeconomic, business and trade statistics; and knowledgeable in the pertinent international compilation guidelines; frameworks, standards, recommendations and classification systems to supply the services under this TOR.

2. Objectives of the Assignment

The purpose of this consultancy is to support the CSO to improve the current practices for producing macroeconomic and business statistics while preparing to implement updates in international standards and practices. The specific objectives are therefore to enable the CSO to:

- (i) Maintain an up-to-date register of economic actors so that the data reflect appropriate coverage of the Grenada economy and can support national accounts, business demography, trade and related economic statistics;

- (ii) Establish consistency among data producers in the use of international classification systems, methodologies, concepts and definitions so that data from multiple producers can be compared, linked and used coherently in the production of official statistics;
- (iii) Design a phased approach to produce integrated economic, environmental sustainability and well-being official statistics and indicators including practical actions for SNA 2025 implementation, ISIC 5 migration and maintenance of an up-to-date Statistical Business Register.

3. Scope of Work

The selected firm (or team of experts) will be responsible for assisting the CSO to strengthen the statistical infrastructure for producing economic statistics with respect to compilation updates; classification of economic activities and protocols for integrating data. The focus should be on the data sets for national accounts (including satellite accounts for tourism and environment) and merchandise trade. Specifically, the national accounts component shall focus primarily on national accounts statistics, tourism satellite accounts, environmental-economic accounting and merchandise trade statistics, together with the statistical infrastructure required to support their compilation and integration. The firm will be required to deliver the services in accordance with identified international standards and recommendations to undertake the following tasks:

National Accounts Statistics

Services will be delivered in accordance with the following international standards and the forthcoming updates: the *System of National Accounts (SNA 2008/2025)*; *Classification of Functions of Government (COFOG 1999 Annex 6) (2027 forthcoming)*; *Tourism Satellite Accounts: Recommended Methodological Framework (TSA-RMF 2008)*; *System of Environmental-Economic Accounting (SEEA)*; the *UN International Standard Industrial Classification (ISIC)*, *UNSD ISIC 5 Resolution*; and the *UN National Quality Assurance Framework (NQAF)*.

- (i) Undertake an assessment of current practices for producing macroeconomic statistics against the SNA 2025 to gain an understanding of the requirements for compliance;
- (ii) Use the information gathered to assess Grenada's readiness for implementing the updated framework with respect to the use of international statistical classifications (e.g. ISIC, COFOG); data sources; concepts and definitions; institutional arrangements for data sharing and linking among ministries, departments and agencies (MDAs); and new and emerging national economic activities with particular attention to national accounts, tourism satellite accounts, environmental-economic accounting and merchandise trade statistics;
- (iii) Collaborate with the designated CSO, MDA and Eastern Caribbean Central Bank (ECCB) staff to formulate a plan to implement SNA 2025 using additional [guidance from the IMF](#) including clear priorities, sequencing, resource needs and the links to ISIC and the Statistical Business Register (SBR);

International Standard Industrial Classification (ISIC)

Services will be delivered in accordance with the requirements of the following international standards and the forthcoming revisions where applicable: the *UN International Standard Industrial Classification*

([ISIC](#)), [UNSD ISIC 5 Resolution](#); the Central Product Classification ([CPC 2.1](#)) ([version 3.0](#) forthcoming); and the System of National Accounts (SNA [2008/2025](#));

- (i) Undertake a desk review of legislation, instructions, protocols and other information and materials from the custodians of economic administrative records (e.g. *Inland Revenue Department (IRD)*, *National Insurance Scheme (NIS)*; *Corporate Affairs and Intellectual Property Office (CAIPO)*) that are used for business registration and application for public services to gain an understanding of the current situation and practices for classifying economic activity;
- (ii) Examine the concepts, definitions and classifications used between and among the CSO and the custodians of economic administrative records and use the findings to identify the requisite variables and data the custodians could supply to the CSO;
- (iii) Facilitate consultations, training and sensitisation workshops with the CSO and the custodians of economic administrative records on the importance of national consistency of data; the purpose of the statistical business register; correct uses of ISIC; quality assurance and metadata development;
- (iv) Collaborate with the appropriate stakeholders to review the international resolution and guidance for implementing [ISIC 5](#) and use the feedback to recommend the institutional, operational and technical changes to migrate to ISIC 5 and support the maintenance of an up-to-date SBR.

Integrating Business and Trade Statistics

Services will be delivered in accordance with the requirements of the following international standards and forthcoming revisions where applicable: *UN Manual on Principal Indicators for Business and Trade (MPIBT) Volume One*; the [UN Handbook on Integrating Business and Trade Statistic \(HIBTS\)](#) and *UNECE Guidelines on the Use of Statistical Business Registers for Business Demography and Entrepreneurship Statistics (GUSBR-BDES)*.

- (i) Review the appropriate international manuals and guides to identify the sources, data and indicators that are applicable to Grenada and use the information;
- (ii) Consult with designated CSO and MDA staff to explain the international guidance and how the data can be integrated to generate actionable insights about the Grenada economy;
- (iii) Use the feedback to compile a list of applicable and relevant data and indicators and design a template report that the CSO can use to describe the structure of the Grenada economy;
- (iv) Facilitate a training workshop on integrating business and trade statistics.

The firm (or team of experts) will be expected to participate in working meetings related to the services being delivered, including regular consultations and presentations of work deliverables to the audience identified by the CSO.

4. Deliverables

Deliverable	Content
1. Inception report	The firm's understanding of the assignment; questions on the TOR, if any; approach and methodology, workplan and Gantt Chart to deliver services for the scope of work. The inception report should refine and operationalize the

Deliverable	Content
	<p>approach presented in the technical proposal and should not materially alter the substance of the proposal after contract signature.</p>
<p>2. Report on Grenada's Readiness to Implement the SNA 2025</p>	<p>Strengths and weakness of the statistical business processes with respect to, <i>inter alia</i>:</p> <ul style="list-style-type: none"> - MDA data producers - data quality - use of international standards - sources (admin, census, surveys) and currency of sampling frame - respondent coverage (business regardless of size and industry) - documentation and metadata - CSO's knowledge and skills <p>Recommendations for essential improvements.</p>
<p>3. Consultation on the SNA 2025</p>	<ul style="list-style-type: none"> ▪ Rationale and relevance of the SNA for economic and policy analyses; ▪ New features of the SNA 2025 and the implications for data production (collection, compilation, analysis); ▪ Uses of the SNA 2025;
<p>4. SNA 2025 Implementation Roadmap</p>	<ul style="list-style-type: none"> ▪ Capturing data required for the implementation of the SNA 2025, including data of sufficient granularity, frequency and location, where relevant, to satisfy vulnerability index and the SDG requirement to leave no one behind. ▪ Priority actions for strengthening the Statistical Business Register and the use of ISIC in support of SNA 2025 implementation; ▪ Ongoing training needs; ▪ Content and frequency of consultation with data producers, providers and users; ▪ Technical and financial resources needed and identified; ▪ Time frame and estimated costs; ▪ Communication and outreach, including advocacy of the policy relevance of implementing the 2025 SNA.
<p>5. Report on the Use of ISIC</p>	<ul style="list-style-type: none"> ▪ Include, <i>inter alia</i>, information such as registration requirements; data quality control (changes, update, removal); use of international concepts and definitions; completeness of data on vital business events (e.g. births, deaths); ▪ Extent of and reasons for incorrect ISIC coding; ▪ Quality of the registers as data sources for producing business demography statistics; Recommendations for maintaining an up-to-date Statistical Business Register; and for compiling economic statistics such as national accounts; tourism satellite accounts; trade in services; and emerging economies - blue, green, circular, orange/creative;
<p>6. ISIC 5 Migration Plan</p>	<ul style="list-style-type: none"> ▪ Institutional (legislation; NSS networking arrangements); operational (guidelines; registers) and technical (training) changes;

Deliverable	Content
	<ul style="list-style-type: none"> ▪ Measures to support the maintenance of an up-to-date SBR and harmonized ISIC use across administrative data sources; ▪ Time frame and estimated costs; ▪ Communication and outreach, including advocacy.
7. ISIC Training and Sensitisation Workshop	<ul style="list-style-type: none"> ▪ Topics should include, <i>inter alia</i>, the proper use of ISIC for classifying the “<i>nature of business</i>” to assure national consistency; international and national concepts and definitions; the need and potential for the revised ISIC in support of integrated statistical programme for policy and decision making; ▪ Participants include CSO, NIS, IRD, CAIPO and other MDAs; and other stakeholders (e.g. provision of utility services, telephone services).
8. Business and Trade Statistics Toolkit	<ul style="list-style-type: none"> ▪ A glossary of selected terms, concepts and definitions adapted to the Grenada and the regional OECS context where applicable; ▪ List of data and indicators along with their metadata, adapted to the Grenada and the regional OECS context where applicable; ▪ Report template with tables and charts; ▪ Practical guidance for updating and maintaining the SBR using agreed administrative and statistical sources.
9. Integrating Business and Trade Workshop	<ul style="list-style-type: none"> ▪ Topics should include, <i>inter alia</i>, data sources; the importance of the SBR; business events (birth, survival, death) that affect the structure of the economy. Participants include CSO, Customs Department, Ministry with responsibility for Trade, Commerce etc).
10. Final Summary Report	<ul style="list-style-type: none"> ▪ General description of the resources used, work performed and consultancy deliverables.

5. Duration

The assignment is expected to be undertaken for **six (6) months** commencing from the date of contract signing. The firm (team of experts) is not expected to be in country for the full duration of the assignment.

Any delays or obstacles in the performance of work should be immediately communicated by the consultant in writing to the CSO Director of Statistics and the Project Coordinator with the reasons and suggested solutions.

6. Qualifications

(a) General qualifications

The firm should possess demonstrate knowledge of and/or familiarity with international standards, framework and classifications applicable to subject matter; be familiar with the statistical environment of the OECS and CARICOM regions; understand the nature of the work of an NSO; and the characteristics of a national statistical system.

(b) Specific Qualifications

The firm's specific qualifications and duration of their respective scope of work are provided below:

Lead Expert: National Accounts Statistics Expert

The National Accounts Statistics Expert will be the team leader with responsibility for providing technical guidance to the CSO for establishing the statistical infrastructure to produce and disseminate quality economic and business statistics. The expert must have extensive experience compiling GDP data; t and a strong understanding Statistical Business Register (SBR) development, compilation and maintenance. The expert should have the following qualifications:

Education and Training

- Master's degree in Economics; Mathematics, Statistics

Relevant Professional Experience

- Minimum of ten (10) years' experience compiling national accounts statistics and economics data collection,
- Demonstrated experience in data sources management particularly with respect to economic censuses and surveys;
- Experience undertaking at least one similar assignment as an individual consultant or on a team;
- Demonstrated experience supporting implementation planning, methodological review and/or readiness assessment for the SNA 2025 or comparable updates to international national accounts standards.

Knowledge and Skills

- Excellent knowledge of international standards for developing, compiling and maintaining Statistical Business Registers and data quality assurance standards;
- Familiarity with the *International Standard Industrial Classification (ISIC)* and the *Central Product Classification*;
- Familiarity with the *UN National Quality Assessment Framework*;
- Ability to solicit client needs to inform systems requirements;
- Ability to document procedures and other important systems information.

Key Expert 2: ISIC Expert

The ISIC expert will provide technical assistance to nationalise the use of ISIC and should have the following additional qualifications:

Education and Training

- Master's degree in Economics, Official Statistics, or other related fields;

Relevant Professional Experience

- Demonstrated experience facilitating training or involvement with revisions to the *International Standard Industrial Classification (ISIC)* and/or the *Central Product Classification (CPC)*;

- Demonstrated experience undertaking a similar assignment as an individual consultant or on a team;
- Experience engaging and consulting diverse stakeholders and/or facilitating training workshops.

Knowledge and Skills

- Solid knowledge of the *International Standard Industrial Classification (ISIC)* and the *Central Product Classification (CPC)*;
- Familiarity with the *UN Guidelines for Statistical Business Registers (UNGSBR)*; the *UN Maturity Model for Statistical Business Registers (MMSBR)*;
- Strong understanding of the role of Statistical Business Registers in improving the quality, consistency and integration of economic statistics;
- Familiarity with the *System of National Accounts 2008 / 2025*;
- Familiarity with the *UN National Quality Assessment Framework*.

Key Expert 3: Business Statistics Expert

The Business Statistics Expert will provide technical assistance to the CSO to use economic administrative data to keep the SBR up-to-date; and to use them to produce descriptive thematic reports to describe the structure of the Grenada economy. The expert should have the following qualifications:

Education and Training

- A minimum of a bachelor's degree in Statistics, Economics, Trade Development or other related fields.

Relevant Professional Experience

- Demonstrated experience using international frameworks and standards for business and/or trade statistics;
- Demonstrated experience undertaking a similar assignment as an individual consultant or on a team;
- Solid experience analysing business and/or trade data and writing technical reports and/or policy briefs;
- Experience engaging and consulting diverse stakeholders and/or facilitating training workshops;
- Demonstrated experience supporting the compilation, maintenance or analytical use of Statistical Business Registers.

Knowledge and Skills

- Solid knowledge of international standards for business and trade statistics;
- Familiarity with international frameworks and protocols for business demography statistics such as the *UNECE Guidelines on the Use Of Statistical Business Registers for Business Demography and Entrepreneurship Statistics (GSBR-BDS)*; and best practices such as the *Eurostat-OECD Manual on Business Demography Statistics (MBDS)*.
- Familiarity with the *International Standard Industrial Classification (ISIC)*;
- Ability to provide technical statistical guidance to diverse stakeholders.

7. Implementation Arrangement

The CSO will assist the firm (team) with collecting the required materials, data, information and reports. Several public and private sector stakeholders will be consulted for the assignment, and the ODDMP Grenada PIU and CSO will facilitate the necessary coordination to support stakeholder availability and commitment. The firm (team) may be required to collaborate with other consultants engaged under the ODDMP-Grenada Component, where relevant to the assignment, for the purposes of information sharing, avoiding duplication of effort, aligning related activities and coordinating stakeholder consultations.

Most of the work will be home-based. Travel to Grenada will be occasionally required, and the timetable must be mutually agreed with the ODDMP Grenada PIU and the CSO, considering the availability of stakeholders and, where applicable, other consultants on the ground.

8. Reporting

The firm (team) will report to the Director of Statistics and liaise closely with the Deputy Project Coordinator and the Permanent Secretary, Ministry of Economic Development, Planning and Cooperatives.

9. Pay Schedule

Deliverable	Due date	Payment schedule
Inception report	Within three (3) weeks after signing contract	5%
Report on Grenada's Readiness to Implement the SNA 2025	<i>Within five (5) weeks after approval of the Inception report</i>	25%
SNA 2025 Implementation Roadmap	<i>Within four (4) weeks after approval of the Report on Grenada's Readiness to Implement the SNA 2025</i>	15%
SNA 2025 Stakeholder Consultation Report	<i>Within four (4) weeks after approval of the Report on Grenada's Readiness to Implement the SNA 2025</i>	5%
Report on the Use of ISIC	<i>Within six (6) weeks after approval of the Inception report</i>	15%
ISIC 5 Migration Plan	<i>Within three (3) weeks after approval of the Report on the Use of ISIC</i>	10%
ISIC Training and Sensitisation Workshop Report	<i>Within two (2) weeks after approval of the ISIC 5 Migration Plan</i>	5%
Business and Trade Statistics Toolkit	<i>Within four (4) weeks after approval of the Inception report</i>	10%
Integrating Business and Trade Workshop Report	<i>Within four (4) weeks after approval of the Business and Trade Statistics Toolkit</i>	5%

Deliverable	Due date	Payment schedule
Final Summary Report	<i>Within two (2) weeks after approval of the Integrating Business and Trade Workshop Report</i>	5%

10. Procurement and Selection Method

The consultant will be selected in accordance with the Quality and Cost-Based Selection (QCBS) method set out in [the World Bank's Procurement Regulations for IPF Borrowers](#), Sixth Edition, February 2025 ("Procurement Regulations"). Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. In the assessment of submissions, consideration will be given to technical competence, qualifications and experience, including local and regional experience. Key Experts will not be evaluated at the shortlisting stage but will be assessed during the technical proposal evaluation stage. Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

11. Application Process

A response to the *Request for an Expression of Interest (REOI)* and for information about the application process must be submitted electronically no later than **12th June, 2026**.

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