

Terms of Reference

Title	<p>Consultancy to Support the Central Statistics Office to Institutionalise Strategic Communication of Official Statistics (<i>Technical Assistance for CSO website upgrade, strategic communications, and outreach to support official statistics</i>)</p> <p>OECS Data for Decision Making (ODDM) Project – Saint Lucia Component</p> <p>Department of Economic Development – Project Implementation Unit</p>
Location	Central Statistics Office. Department of Economic Development and Youth Economy. Saint Lucia
Tentative Start Date	September, 2026

1. Background

The Government of Saint Lucia, with support from the World Bank, is implementing the OECS *Data for Decision-Making Project (DDMP)* to improve the institutional environment for the production, dissemination and use of data and official statistics. 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 in Saint Lucia through the modernisation of statistical legislation; data collection using surveys, censuses and administrative sources; training facilitation; supply of IT equipment; and advocacy and communication. The Project aims to increase the capacity of selected OECS member countries to produce and disseminate quality and country-comparable disaggregated economic and social data and official statistics so that 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 Saint Lucia component of the OECS DDM Project (ODDMP-Saint Lucia) became effective in August 2022 and is expected to end on June 30, 2027. It is designed to improve the production and dissemination of data and official statistics by strengthening the Central Statistics Office’s (CSO) legislative and operational mandate; and the oversight, governance and management of the Saint Lucia NSS. The CSO leads the implementation of the project. To date, two censuses have been completed: the *Population and Housing Census (PHC)*; the *Enterprise Census of Saint Lucia (ECSL)*. The *Census of Agriculture and Fisheries (CAF)* and two household surveys are ongoing: the *Survey of Living Conditions-Household Budget Survey (SLC-HBS)* and the *OECS Harmonized Labour Force Survey (HLFS)*. All data are geo-coded to add a location dimension to the analysis, insights and stories.

The collected data must now be processed, analysed and disseminated. The PHC is being used to update the sample frame for household surveys; to establish the baseline demographic situation in Saint Lucia. The CAF will be used to update the stock of farms and farmers, including data on land, livestock, fishers and labour force; the ECSL data will

be used to populate the CSO's Statistical Business Register (SBR) with an updated sample frame for conducting business surveys to produce official statistics in accordance with international standards and frameworks such as the *System of National Accounts 2008*. The ECSL will also be analysed to produce structural and business statistics. The SLC-HBS will provide Saint Lucia with information on the current poverty level and how it has changed since the 2016 SLC-HBS; and the CSO will use the HBS to construct weights and create a new basket for the Consumer Price Index (CPI).

The public must always be made aware of the availability of the data sets, the analytical reports and the CSO's general statistical services. Doing so will improve the CSO's overall statistical performance indicators but specifically data dissemination and data use indicators. For instance, the PARIS21 indicators that measure *"use of a social media account (Facebook, Instagram, Twitter, YouTube) to disseminate data and information"*; *"access to national database or national data portal"*; *"government effectiveness using perceptions of the quality of public services"*; and whether national statistical offices sought *"feedback from users on statistical products and services using stakeholder coordination meetings/user workshops"*.

Now more than ever, timely, relevant and country-comparable quality data, insights and stories produced by the CSO (as is legally mandated), are essential for healthy democracy in Saint Lucia and the OECS region. For official statistics to be beneficial to society, policy debate and decision-making, they must be known, understood, communicated and used. Therein lies the importance of strategic communication and reputation management. Communicating official statistics is more than logos, taglines; writing press releases or answering user questions and requests. It also about reputation management. Branding and reputation management are intertwined, though they are not the same thing. Thus, the CSO needs a modern, proactive communication strategy for reputation management; an identifiable brand; clearly defined and targeted messages; and using different channels to reach a diverse audience and data users with individualised needs. The CSO also needs to measure its value to these users and in turn endeavour to meet their data needs.

Despite its importance, the current CSO website faces several challenges that limit its effectiveness as a modern platform for statistical dissemination and user engagement. The website's functionality, design, and content management capabilities do not adequately meet the growing demands for timely, accessible, and interactive statistical information. Users often encounter difficulties locating datasets, publications, and statistical indicators due to limited search functionality, inconsistent content organization, and a lack of user-friendly navigation tools.

Additionally, the website offers limited interactive data visualization and analytical features, restricting users' ability to explore and interpret statistical information efficiently. The absence of automated data dissemination mechanisms and integrated statistical databases can result in delays in updating content, increasing the administrative burden on CSO staff and reducing the timeliness of published information.

The current platform also present challenges related to accessibility, mobile responsiveness, compliance with international web standards, and cybersecurity. These limitations reduce public access to official statistics, particularly among users accessing the website through mobile devices or those requiring accessibility accommodations.

Furthermore, the increasing emphasis on open data, digital government services, and evidence-based policymaking requires the CSO to adopt modern statistical dissemination practices that align with regional and international best practices. Failure to modernize the website could limit the visibility, accessibility,

and utilization of official statistics, thereby weakening the country's statistical ecosystem and the effectiveness of data-driven decision-making.

There is therefore a need to redesign and enhance the CSO website to create a modern, secure, user-centered, and data-driven platform that improves access to official statistics, supports open data initiatives, strengthens public engagement, and enhances the efficiency of statistical dissemination. The upgraded website should incorporate advanced data visualization tools, integrated databases, improved search capabilities, automated publication processes, accessibility features, and responsive design to better serve the needs of all stakeholders. In addition, to the upgrade of the website, the Consultancy should also support the CSO Communication and Dissemination Strategy. The Communication and Dissemination Strategy will provide a framework for effectively communicating statistical information to diverse audiences and improving the visibility, accessibility, and utilization of official statistics across government, private sector, academia, civil society, development partners, media, and the general public.

To support this agenda for strategic communication and advocacy of official statistics, the CSO seeks to engage an eligible firm to supply the services under this TOR with the relevant expertise and experience in communication, website development, Geographic Information Systems (GIS), and knowledgeable in the pertinent international standards, best practices, and the applicable tools and software related to strategic communication of official statistics.

2. Objectives of the Assignment

The purpose of this assignment is to support the CSO's strategic advocacy and communication endeavour to promote the availability of and access to its statistical products and services; and to extol the civic virtues of the official statistics profession.

3. Scope of Work

The selected firm will be responsible for delivering services for strategic communication and website development; and where applicable, in accordance with the requirements of international recommendations, standards and protocols for data and official statistics. Additionally, the firm will be expected to participate in working meetings related to the services being delivered, including regular presentations of work deliverables to the audience identified by the CSO. The firm will be required to deliver the services in accordance with international frameworks and standards.

(a) Strategic Communication of Official Statistics

Services are required to assist the CSO to create a coherent visual identity that communicates quality, professionalism and trustworthiness and in so doing make the official statistics profession appealing to fill the resource gaps that currently constrains progress in the development of statistics. These TOR services will be delivered in accordance with the requirements of international protocols for statistical communication such as the *UNECE Strategic Communication for NSIs (SCNSI)*; and the *PARIS21 Handbook for Developing a Communication Strategy (HDCS)*; and other appropriate standards, principles, frameworks and best-fit practices for marketing, promotion and communication.

- (i) Undertake a desk review of the CSO Statistics Act (and draft Bill); published statistical products; current and previous communication plans, events and materials, including the CSO website, logo and tagline; CSO and NSS assessment and audit reports to gain an understanding of the code of practice for producing and disseminating data and official statistics;

- (ii) Use this information to analyse the CSO's current communication situation and practices and benchmark the findings against international guidelines such as the SCNSI and the HDCS and draft the three-year communication strategy for official statistics; The strategy should include stakeholder mapping and audience segmentation, key messages by audience, a communications calendar, risk and crisis communication protocols, and a monitoring and evaluation framework with performance indicators and indicative implementation budgets
- (iii) Undertake a desk review of service delivery charters that are used by other NSOs (e.g. Australia, Canada, South Africa, Kenya); and undertake consultations, interviews, focus groups and/or user surveys with key data users and designated CSO staff to gain a comprehensive understanding of data users' expectations of the CSO's statistical products and services. Use this information to prepare a formal, public commitment that describes and outlines the standards, quality and timelines for data production, analysis and dissemination. The charter fosters trust by holding the CSO accountable to its standards. The charter should also define service standards for responding to data requests, complaints and feedback, including indicative response times and escalation arrangements.
- (iv) Undertake a desk review of the style guides used by other NSOs e.g. UK Office of National Statistics ([ONS](#)); [Eurostat](#); among others to gain an understanding of the requirements and best practices. Distil the best-fit requirements for the CSO to project a coherent user experience across all media, whether print, digital or physical spaces; and in videos, publications and on the CSO website; and prepare a style guide for branding the CSO and its products;
- (v) Review the *UN World Statistics Day (WSD) Resolutions 1 and 2*; *CARICOM Statistics Day (CSD) events*; and annual WSD observations around the world to gain an understanding of the purpose, objectives, themes, target audience and the requisite content and messages; and prepare a campaign plan to execute a career fair for official statistics and to observe Caribbean Statistics day (CSD);
- (vi) Facilitate a training workshop on strategic statistical communication for the CSO and NSS MDAs to build capacity for good statistical advocacy and communication; strategic communication planning; measuring success and the impact of communication programmes;

(b) Website Development

Services are required to modernise the CSO website to improve user experience and access with a clean and modern interface; to be mobile-friendly and responsive across all devices; and with intuitive navigation. The consultant services will be delivered in accordance with the requirements of international protocols for data and official statistics such as: *What Makes an Effective National Statistical Office Website? Lessons from ODIN*; *UNECE Strategic Communication for NSIs (SCNSI)*; and best practices such as the *EU Geospatial data from agricultural census: Methodological Note (GACMN)*; and with modern website features and standards.

- (i) Review the CSO's current website, its preferred list of websites; and a sample of websites other of other national statistical offices and comparable official data dissemination platforms, including relevant offices in the OECS/CARICOM region and selected international NSOs outside the region to gain an understanding of the requirements for a national statistical office, the purpose of the website and define the requirements, business goals and target audience profiles. Use this information to outline a functionality and content strategy;
- (ii) Apply the standards in the approved CSO Branding Style Guide to the website's visual imagery and use the approved website functionality and content strategy to produce high-fidelity website mock-ups for review and feedback from the designated CSO staff. Use the feedback to produce the website design specifications;

- (iii) Build, test and deploy a functioning website with a frontend (what users see) and backend (server, database and applications); a content management system (CMS); integrate features such as databases, GIS maps and feedback polls. Work with the designated CSO staff to upload the data, information and other content;
- (iv) Prepare a maintenance guide for the website; and facilitate a training workshop for the designated CSO staff to manage the website; the content; to push feedback polls and surveys; to access and use website analytics; to analyse performance data to identify areas for improvement; to make content updates as needed
- (v) Prepare a *Service Level Agreement* for the CSO for website maintenance and servicing; to continuously monitor the site's performance and security; to perform regular backups and updates for plugins, themes and the Content Management System (CMS);

4. Deliverables

All deliverables must comply with the typographic guidelines (*any San serif font; 11pt; 1.15 line spacing; 6 pt after paragraph; left aligned text*) and the maximum page length where indicated. All images, illustrations and icons used must adhere to the requirements for [Creative Commons](#) attribution.

Deliverable	Content
1. Inception report	Introduction; understanding of the assignment; questions on the TOR, if any; approach and methodology, workplan and Gantt Chart to deliver services under the scope of work.

Strategic Communication of Official Statistics

2. Situational Analysis Report	Purpose, scope, methodology; description, analysis and recommendations for, <i>inter alia</i> , organisational functions, practices, behaviours and capability, communication channels, audience reach, and institutional arrangements for communication and dissemination.
3. Communication Strategy for Official Statistics	Purpose and audience; content and messaging; channels; dissemination; performance and evaluation; requirements to ensure brand and message consistency across all communication channels; and activities to make the message omnipresent and unavoidable. The strategy shall also include an implementation matrix with timed actions, indicative budgets and responsible officers/units.
4. Campaign Plan for official Statistics Events	Define the specific goals for the campaign and outline the events activities and key messages for targeted audience. Create engaging content (infographics, short videos, testimonials) to be shared across social media platforms like Facebook, Twitter, Instagram, emphasizing the importance of official statistics.
5. Service Delivery Charter	The service delivery charter explains what users/customers can expect when they approach the CSO for information or help with the products and services. It serves as a framework for ongoing improvement and should be suitable for publication on the CSO's website and in downloadable format. It should delineate customer rights and responsibilities, offer guidelines for service requests, issue reporting, addressing complaints and feedback provision, including indicative response times and escalation

Deliverable	Content
6. CSO Style Guide for Visual Branding	Guidelines for photography, typography, videography, iconography, illustrations; colour pallet; and how they can be used individually and collectively in videos, on billboards, banners, branded material, and so on; a library of photos, illustrations and icons; a logo and its permissible variations (colour contrast; size; position etc); a publication cover layout; Where applicable, Creative Commons material attributions must be cited.
7. Final Summary report	General description of the resources used, work performed and consultancy deliverables, as well as lessons learned and recommendations for follow-up actions, if any. Applicable to the communication services and the website development scope of work.
CSO Website	
8. Website Conceptualisation Report including Stakeholder Engagement Plan	Content, features and functionality; including SSL certification, data encryption, and protection against cyber threats; for integrating multimedia elements such as videos and image galleries; Stakeholder groups consulted, consultation methods, stakeholder information needs assessments, summary of stakeholder feedback and recommendations
9. Website Design Specifications Report	Sitemap to outline the structure and content hierarchy; content, features and functionality; including SSL certification, data encryption, and protection against cyber threats; for integrating multimedia elements such as videos and image galleries; for embedding social media feeds and interactive features to enhance engagement; for compatible with browsers such as Google Chrome, Apple's Safari, Microsoft Edge, and Mozilla's Firefox; for Search Engine Optimisation (SEO) to ensure it appears at the top of the lists on search engines.
10. Functioning website	Ability to, <i>inter alia</i> , select a map to display from a list of categories and associated subcategories associated with the data set; zoom and pan to a specific area; create and print maps; select a district and view and download data; download values in Microsoft® EXCEL format, CSV, and other applicable formats; Where applicable, Creative Commons material attributions must be cited.
11. Website Testing Report	Purpose, scope, testing objectives; testing environment; test type performed; test cases and scenarios; results, findings, recommendations;
12. Public-facing website	Fully functional, responsive and user-friendly website.
13. Website Maintenance Guide and Website Service Level Agreement	The guide clearly states how to manage the website, including details on the hosting arrangement, environment, and its configuration; SLA: <i>inter alia</i> , the level of service expected, including metrics for performance and quality, such as uptime, response time, and resolution time; an outline of the

Deliverable	Content
	responsibilities; how performance will be measured; and what penalties or remedies will occur if the agreed-upon service levels are not met.
14. Training workshop Feedback Report	Workshop objectives; methodology; topics; participants' feedback; areas for improvement; recommendations;

5. Duration

The period of implementation of the contract is **six (6) months** commencing from the date of contract signing. The duration of the contract includes the turnaround time to receive feedback on deliverables. Qualifications

(a) General qualifications

The general qualifications for the firm (team of experts) are that it should demonstrate knowledge of and/or familiarity with international standards, framework, classifications applicable to subject matter; be familiar with the social and political environment of the OECS and CARICOM regions; understand the nature of the work of a national statistical office; and the characteristics of a national statistical system; demonstrate proven experience in delivering assignments of similar scope and complexity; demonstrate experience in strategic communication, branding, public outreach, website development and related digital services; and possess the organisational and technical capacity to manage and deliver the assignment in a timely and satisfactory manner. The firm should demonstrate:

- A minimum of five (5) years' experience in assignments related to strategic communication, branding, public outreach, digital communication, website development, or other similar services;
- Demonstrated experience delivering assignments of similar scope and complexity for public sector, development, statistical, research, or other knowledge-based institutions;
- Demonstrated experience preparing communication strategies, branding or style guides, campaign plans, stakeholder engagement outputs, or similar deliverables;
- Demonstrated experience designing, developing, upgrading or maintaining professional websites, including content management systems, mobile-responsive interfaces, accessibility features, search engine optimisation, website security and user analytics;
- Demonstrated experience conducting stakeholder consultations, user engagement exercises, training workshops or capacity-building activities related to communication, digital platforms or public information services;

Demonstrated ability to coordinate multidisciplinary inputs and manage work planning, quality assurance, reporting and timely delivery of outputs.

(b) Specific Qualifications

The firm's specific qualifications and the duration of the team members' respective scope of work are provided below: The firm may propose additional non-key experts, as needed, to ensure the timely and satisfactory completion of the assignment.

Lead Expert: Communication for Official Statistics Expert

The Communication for Official Statistics Expert will be the team leader; be specifically responsible for the communication and outreach activities and deliverables; and should have the following qualifications:

Education and Training

- At least a Master's degree in Communications, Public Relations, Journalism, Marketing, Development Communications, Strategic Communications, Media Studies, Public Administration, Statistics, Social Sciences, or a related field.

Professional certification in strategic communications, digital communications, public relations, change management, or stakeholder engagement would be an advantage.

Special Technical Experience

- **Strategic Communication Planning**

- Demonstrated experience in designing and implementing communication and outreach strategies.
- Demonstrated experience in developing communication action plans, stakeholder engagement frameworks, and public awareness campaigns.
- Demonstrated experience in conducting communication audits and organizational communication assessments.

- **Statistical Communication and Data Dissemination**

- Demonstrated experience in communicating technical, statistical, or research information to non-technical audiences.
- Demonstrated experience in supporting data dissemination, open data initiatives, statistical literacy, or knowledge-sharing programmes.
- Demonstrated experience working with National Statistical Offices, statistical systems, research institutions, or data-focused organizations would be highly desirable.

- **Stakeholder Engagement**

- Demonstrated experience in facilitating consultations, focus groups, workshops, and stakeholder engagement exercises.
- Demonstrated experience working with government agencies, civil society organizations, development partners, academia, media, and private sector stakeholders.

- **Digital Communications**

- Demonstrated experience in developing digital communication strategies, including website content strategies, social media engagement, and digital outreach programmes.
- Demonstrated experience with web-based dissemination platforms, analytics, and online communication tools.
- Demonstrated knowledge of accessibility standards and user-centered communication approaches.

- **Media Relations and Public Awareness**

- Demonstrated experience in designing media engagement programmes and communication campaigns.
- Demonstrated experience in developing key messages, press materials, communication toolkits, and media outreach strategies.
- Demonstrated experience managing communication during organizational change or major institutional initiatives.

- **5. Regional Experience**

- Experience working in the Caribbean region or the Organisation of Eastern Caribbean States (OECS) or Small Island Developing States (SIDS), would be an asset
- Familiarity with regional statistical development initiatives, public sector modernization programmes, and development partner-funded projects would be an asset.

Key Expert: Website Development Expert

The Website Development Expert will be specifically responsible for the website activities and deliverables; and should have the following qualifications:

Education and Training

- A minimum of a Bachelor's degree in Computer Science, Information Systems; Website Development, or a related field;
- Demonstrated training and certification in Google Developer Certifications; AWS Certified Developer; Azure Developer Associate; Meta Front-End Developer Professional Certificate; Tosa Web Developer; or Adobe Certified Expert (ACE) will be an asset.

Relevant Professional Experience

- A minimum of seven years' experience designing visually appealing and navigation-friendly websites;
- Demonstrated experience in the familiarity and relevant experience using different Content Management Systems (CMS) for at least three (3) similar assignment;
- Demonstrated experience in at least three (3) portfolios of previous website development projects.

Knowledge and Skills

- At least 5 years' demonstrated knowledge of web security, SEO optimisation, and analytics tools;
- At least 5 years' experience in knowledge of current web development technologies and design tools in the field, and new software and other web programming languages and programmes including HTML, CSS, JavaScript and CMS platforms (e.g. WordPress, Drupal, etc.);
- Demonstrated knowledge of recent trends in graphic design, websites, including online video publishing and social media networking through three (3) similar assignments;
- Demonstrated ability to create innovative and visually appealing designs through three (3) similar assignments;
- Demonstrated knowledge of *Continuous Integration* principles and tools through three (3) similar assignments;

GIS Specialist

The GIS consultant will be required to process the geocoded CAF, PHC, LFS and SLC-HBS data to ensure quality, accuracy, and compliance with relevant geospatial standards; and produce high-quality maps, visualisations, and spatial reports to support statistical outputs; and work collaboratively with Website Development Expert. The consultant will be expected to work collaboratively with the Website Development Expert, and should have the following qualifications:

- Minimum of a master's degree in a relevant field in Data Science, Informatics, Geographic Information System; or related fields;

- Demonstrated experience developing interactive maps and dashboards using ArcGIS, R shiny applications and related tools and services for at least three (3) similar assignments;
- Demonstrated experience in deploying functional GIS-based dashboard and integrated data systems Demonstrated experience using other prominent visualisation tools (e.g. SurveyCTO, Tableau, Power BI, Qlik) for at least three (3) similar assignments;
- At least 5 years' experience with software engineering practices, including unit testing, technical documentation, code encapsulation and version control systems (Git);
- At least 5 years' experience in basic knowledge of *Continuous Integration* principles and tools;

6. Implementation Arrangement

The firm will work under the direct supervision of the CSO Director and collaborate with the Project Implementation Unit (PIU) regarding contract management. The CSO, within its area of competence, will support the work of the firm for the performance of the contract under these terms of reference. This support will include granting access to restricted information materials, data, documentation, systems and premises. Several public and private sector stakeholders will be consulted for the assignment.

Most of the work will be undertaken on the ground in Saint Lucia. When travel becomes necessary, the consultant(s) will share a timetable that must be mutually agreed with the ODDMP Saint Lucia PIU, the CSO and other consultants under the *ODDMP-Saint Lucia* who are implementing other project activities ensure stakeholder availability and commitment are appropriately managed.

7. Reporting

The firm will report to the CSO Director of Statistics and liaise closely with Deputy Project Coordinator and the Permanent Secretary, Ministry of Economic and Youth Economy.

8. Payment schedule

Deliverable	Due date	Payment schedule
Inception Report	Fifteen (15) working days after signing contract	10%
Strategic Communication of Official Statistics		
Situational Analysis Report	Twenty (20) working days after approval of the <i>Inception Report</i>	5%
Communication Strategy for Official Statistics (CSOS)	Thirty (30) working days after approval of the <i>Situational Analysis Report</i>	10%
Service Delivery Charter	Four (4) weeks after approval of the <i>Communication Strategy</i>	5%
Campaign Plan for official Statistics Events and CSO Branding Style Guide (BSG)	Twenty (20) working days after approval of the <i>Communication Strategy</i>	10%

Deliverable	Due date	Payment schedule
Final Consultancy Report	Ten (10) working days after submission of last deliverables for strategic communication and for website development.	10%
Website Development		
Website conceptualising planning report including Stakeholder engagement plan	Twenty (20) working days after the approval of the <i>Inception report</i>	10%
Website Design Specifications Report (WDSR)	Twenty-five (25) working days after approval of the <i>Website Concept Report</i>	5%
Functioning website including website testing report and public facing website	Sixty (60) working days after approval of the <i>Website Design Specifications Report</i>	25%
Website Maintenance Guide and Website Service Level Agreement and Website Training Feedback Report	Ten (10) working days after approval of the launch of the website	10%

9. Procurement and 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.