



# Organisation of Eastern Caribbean States



## **REQUEST FOR EXPRESSIONS OF INTEREST**

### **Organisation of Eastern Caribbean States Caribbean Digital Transformation Project (CARDTP)**

Grant No.: IDA – D6520

**Assignment Title:** Consultancy Services for the Development and Implementation of the Communications Strategy to Support the Public Awareness Campaign for Cybercrime and Cybersecurity

**Reference No.:** *LC-OECS COMMISSION-311125-CS-CQS*

The Organisation of Eastern Caribbean States (OECS) Commission has received funding from the World Bank toward the cost of the Caribbean Digital Transformation Project (CARDTP) and intends to apply part of the proceeds for Consultancy Services for the Development and Implementation of the Communications Strategy to Support the Public Awareness Campaign for Cybercrime and Cybersecurity.

The objective of the consulting services (“the Services”) is to provide support to the Caribbean Community Implementing Agency for Crime and Security (CARICOM IMPACS) in enhancing its communications capacity and design a public awareness campaign aimed at increasing general public awareness and knowledge of cybercrime and cybersecurity, including building awareness among specifically targeted stakeholder groups. This awareness campaign should include diverse measures and knowledge on safe online practices, cyber risks, cyber hygiene, and cybersecurity culture in the Caribbean.

The assignment is expected to be undertaken over a period of one (1) year.

The OECS now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The minimum required qualifications and experience are listed in section 6 of Terms of Reference (TOR). The details of the services required are available in the TOR which is available on the official website: [www.oecs.int](http://www.oecs.int) or can be obtained at the address given below.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's Procurement Regulations for IPF Borrowers, Fifth Edition, September 2023 ('Procurement Regulations'), setting forth the World Bank's policy on conflict of interest.

To obtain the maximum degree of comparison among Expressions of Interest (EOIs) and facilitate the evaluation process, the EOI should include the following information below:

- **Title page with name of firm submitting the EOI:** should contain name of firm (or joint venture and/or a sub-consultancy, if applicable), address, email, telephone, name of contact person and date of submission.
- **Expression of Interest (Maximum 30 pages):**
  - a) Brief description of the background and organization of the Firm, and – in case of a joint venture – of each member for this assignment
  - b) General and Specific experience of the Firm
  - c) Similar assignments (Brief Description of main deliverables/outputs, Name of Client & Country of Assignment, Firm's role on the assignment)
  - d) Curriculum Vitae of Key Experts

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 the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultants' Qualification selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours 08:30 a.m. – 4:00 p.m. (0830 to 1600 hours).

**Ms. Jenna Flavien**  
**Procurement Officer**  
**Caribbean Digital Transformation Project**  
**OECS Commission**  
**Morne Fortuné**  
**P.O. Box 1383**  
**Castries**  
**Saint Lucia**  
**Telephone: 758-455-6424/285-1980**  
**Email: [procurementbids@oeecs.int](mailto:procurementbids@oeecs.int)**

**Copied to:**

Mr. Imran Williams, *imran.williams@oeecs.int*

An electronic copy of Expressions of Interest are to reach the OECS Commission by **September 2, 2024** addressed to:

**Ms. Jenna Flavien, Procurement Officer**

**At the following email address:**

**[procurementbids@oecs.int](mailto:procurementbids@oecs.int)**

*copied to imran.williams@oecs.int*

The email submissions should include the name and address of the Consultant and shall be clearly marked in the subject line as **“Expression of Interest – Consultancy Services for the Development and Implementation of the Communications Strategy to Support the Public Awareness Campaign for Cybercrime and Cybersecurity”**.



# Organisation of Eastern Caribbean States



## **Caribbean Digital Transformation Project**

**IDA – D6520**

Scope of Services  
Terms of Reference

Consultancy Services for the Development and Implementation of the Communications Strategy to Support the Public Awareness Campaign for Cybercrime and Cybersecurity.

August 2024

## 1. Background

The Organisation of Eastern Caribbean States (OECS) Commission and the Governments of Grenada, Dominica, Saint Lucia, and Saint Vincent and the Grenadines are implementing a World-Bank-financed Caribbean Digital Transformation Project (CARDTP) which seeks to support diverse digital transformation initiatives in these countries. These initiatives aim to increase access to and use of digital services, technologies and skills by governments, businesses and individuals in the participating Eastern Caribbean countries.

Component 1: Digital Enabling Environment seeks to support the development of a positive enabling environment for the region's digital economy that drives competition, investment and innovation while promoting trust and security of online transactions. The Cybersecurity, Data Protection and Privacy: Legal and Regulatory Environment, Institutions and Capacity subcomponent aims to build trust in online transactions and strengthen the security and resilience of digital infrastructure and systems while promoting capacity building, cybersecurity awareness and as well as create an enabling environment and institutions required to protect the public and private sector from cyber vulnerabilities.

To help achieve these objectives, specific activities contemplated under this subcomponent include:

- Subcomponent 1.3.a: Reviewing and updating regional and national cybersecurity policies, legislation, regulation, and institutional and coordination structures.
- Subcomponent 1.3.b: Establishing a Computer Incident Response Team (CIRT) or a cybersecurity agency at the national level in line with a regionally agreed model and support for regional threat intelligence sharing, incident escalation, and support protocols.
- Subcomponent 1.3.c: Regionally coordinated capacity building and networking for government cyber professionals and cyber awareness campaigns for civil servants and the general public.
- Subcomponent 1.3.d: Review and update regional and national data protection and privacy laws and data access and exchange policies.

Sub-component 1.3, specifically 1.3.a-c, under the technical leadership of the Caribbean Community Implementing Agency for Crime and Security (IMPACS), will rely on a combination of regional and national level approaches to share knowledge, and resources and respond to shared threats.

These shared threats manifest in the evolving cybercrime and cybersecurity breaches which continue to be a national, regional and global issue. This cyber-epidemic has been further exacerbated with the advent of the COVID-19 pandemic. While there is limited data on the real economic losses of illicit activities or unsafe practices in cyberspace in the Caribbean, general estimates reveal that these losses are in the region of USD millions of dollars annually. The COVID-19 pandemic has also further emphasised that no individual, sector or industry is immune. The global data highlight that individuals of varying ages and key sectors such as the financial, health and energy sectors have been significantly impacted by security breaches and cybercrime over the last few years.

The CARICOM region has reflected similar experiences with increased reported occurrences of cybercrimes such as:

- Cyber-attacks on governments’ intranet systems, posing threats to the portals for sending and receiving emails also resulting in system crashes and login problems;
- Hacking of governments’ official websites, attacks on ministry websites, tertiary institutions and private institutions wherein items of data from the website, including usernames, e-mails and encrypted passwords, were leaked and dumped online;
- Automated Teller Machine (ATM) skimming scams conducted by thieves using well-hidden cameras to capture the personal identification numbers of some customers’ debit and credit cards, from a few major banking institutions;
- Ransomware attacks across various sectors; and
- Attempted domain hijacking and fake antivirus.

While public awareness and education remain limited, the approach has been shown to help in reducing personal cyber risks and promote cyber hygiene over time. Through awareness raising, individual and business users can learn safe behaviours and practices in the online world and protect themselves from potential risks and threats. In this regard, regionally coordinated cyber awareness raising sessions and campaigns that target (i) the general public, and (ii) senior government, judicial and civil service cyber professionals and law enforcement officials are to be employed in helping to reduce cyber risks in the region.

## 2. Objectives of the Assignment

The objective of the assignment is to provide support to IMPACS in enhancing its communications capacity and design a public awareness campaign aimed at increasing general public awareness and knowledge of cybercrime and cybersecurity, including building awareness among specifically targeted stakeholder groups. This awareness campaign should include diverse measures and knowledge on safe online practices, cyber risks, cyber hygiene, and cybersecurity culture in the Caribbean.

The consulting services shall focus on the following themes in combination with other thematic areas put forward in the developed strategy.

Table 1: Key Themes

Theme	Key Objective
Public Education	Develop public understanding of diverse cyber threats, and types of cybercrime and empower the public to be safer and more secure online. This campaign may be further customised to empower specifically identified groups that include senior government, judicial and civil service cyber professionals and law enforcement officials.
Child Online Protection	Develop children and youth’s understanding of diverse cyber threats, and types of cybercrime and empower the children and youth to be safer and more secure online. Some acts to be addressed include sexual grooming, cyberbullying and measures to prevent them.

Seniors Online Safety	Develop senior citizens' understanding of diverse cyber threats, and types of cybercrime including online fraud and scams, and phishing, and empower them to be safer and more secure online.
Gender-inclusive Internet	Empower individuals by promoting understanding of the importance of a gender-inclusive Internet and how threats impact gender differently. In addition, give exposure to the threats of online abuse, gender-based violence, risks to women and girls, in particular, and other risks that may be perpetuated online and measures to counter them.

### 3. Scope of Work

#### General Activities

Taking into account the objective of the assignment, the scope of the consulting services shall include the necessary work required to:

- (a) Develop a regional situational assessment on the state of awareness of cybercrime and cybersecurity issues, in consultation with relevant stakeholders in the beneficiary member states;
- (b) Conduct a promotional and communication campaign tailored through consultation with beneficiary member states, to increase awareness and understanding among all sectors of the population with respect to cybercrime and cybersecurity. The campaign should include television, radio, internet, newspaper advertisements, brochures and business meetings by the Project Team and other IMPACS officials, as well as other special events such as displays, seminars, tradeshow or special presentations related to the Programme.
- (c) Develop an awareness and communication strategy that takes into account diverse targeted stakeholder groups, including aforementioned groups, individual country's needs and experiences, different forms of engagement and modes of implementation;
- (d) Develop a costed implementation plan and KPIs for the public awareness and communication strategy for the beneficiary countries;
- (e) Design contemporary communication campaigns for diverse media and platforms that target different stakeholder groups and communities as identified in the strategy.

#### Specific Activities

1. Identify efficient and effective ways of providing informative and promotional messages relating to the cybercrime and cybersecurity Public Awareness Campaign to specific target groups including businesses, business groups and associations, education and training institutions, public sector bodies and other stakeholders.
2. Implement the designed promotional strategy and create a detailed plan for a one (1) year programme to promote the Public Awareness Campaign.
3. Design and produce creative materials for promotional use to be distributed or delivered through the mass media e.g. pamphlets, brochure and bookmarks, or alternative mechanisms that reach target groups in the public and private sectors, communities and informal sectors.

4. Collaborate with key stakeholders in the target agencies to collect information, photograph and video footage for the development of promotional materials, case studies and other activities.
5. Coordinate placement and delivery of materials according to the promotional campaign plan.
6. Organise and manage any public relations special events to highlight the relevance and importance of the Public Awareness Campaign and the role/function of the entities involved.
7. Monitor regional press coverage and effectiveness of the communications strategy. Provide feedback to inform ongoing public relations activities and future projects and programmes.
8. Organise and coordinate press/media events for the Public Awareness Campaign and IMPACS's other Public Relations initiatives such as, project launches and project completion activities.
9. Maintain a calendar of Public Awareness Campaign and other Public Relations events in close collaboration with IMPACS and other implementing partners.
10. Engage project beneficiaries, get to know projects, capture success stories for dissemination through information kits and the media.
11. Design and submit marketing related information to be placed on the IMPACS website in close consultation with the Project Manager and the Communications and Media Relations Manager;
12. Provide a regular flow of information, content, engagement ideas with a view of increasing the involvement of target groups in our core campaign moments.
13. Plan and coordinate social media campaigns across several platforms including Facebook, Twitter, YouTube, LinkedIn and Instagram.

The assignment shall also include, among other things, stakeholder consultations, research and reviews of relevant plans, policies, legislation and strategies to help gauge the respective stakeholder groups' awareness of cybercrime and cybersecurity issues and the identification of context-rich recommendations that will inform the strategic approach in building awareness in a sustainable manner.

#### **4. Deliverables and Payment Schedule**

The consultancy services shall be considered complete upon submission and acceptance of the reports or outcomes outlined below.

	<b>Deliverable</b>	<b>Due Date (indicative)</b>	<b>Payment (%)</b>
1.	Inception report including the work plan and schedule for this assignment	Week 2	10%
2.	Assessment Report (and accompanying summary presentation)	Month 2	10%
3.	Communications and Marketing Strategy (and accompanying summary presentation)	Month 3	30%
4.	Progress Report #1	Month 6	20%
5.	Progress Report #2	Month 10	20%
6.	Final Report on Consultancy which should show the methodology used, activities undertaken, successes, challenges, results (planned and unplanned), lessons identified and recommendations on how to address those lessons (and accompanying summary presentation)	Month 12	10%

The successful consultant will report and make all necessary submissions to the IMPACS and the CARDTP Project Manager. The consultant is expected to electronically submit each report in an agreed editable format for consideration.

Payments will be made upon successful completion of the deliverables described above, receipt of written approval of these deliverables and the submission of a compliant invoice.

## 5. Duration of Assignment

The assignment is estimated to be for a period of up to twelve (12) months.

## 6. Consultant's Qualifications

The Consulting Firm should meet the following requirements:

- (i) At least seven (7) years of overall consulting experience in the development and implementation of communications strategic plans including marketing, graphic design and production, growth and management, video production, public relations and social media management
- (ii) At least one (1) successfully completed a similar assignment during the past five (5) years.
- (iii) Demonstrated experience in producing high-quality graphic designs and multimedia production;
- (iv) Experience in, and aptitude for, implementing campaigns in multiple countries and ensuring the appropriate tailoring of messaging and products for different audience is desirable;
- (v) Extensive knowledge of the media environment in the Caribbean;

- (vi) Experience working with development and/or government agencies would be an advantage;
- (vii) Experience working in the OECS and/or CARICOM would be an advantage.

The Consulting Firm shall consist of a Lead Consultant and other suitable Experts who altogether possess the required range of skills and qualifications to successfully undertake the assignment. It is expected that the team will at least include the following experts: Content Writer, Graphic Designer, Video-editor, and Videographer. As such, the Consulting Team shall have experts with the following qualifications and experience:

### **Lead Consultant**

- At minimum, a Bachelor's degree in Communications Studies/Mass Communication, Journalism, Marketing, Social Sciences or a related field.
- At least seven (7) years of experience in planning, implementing, managing and monitoring national or regional media strategies and campaigns to advance development project goals and objectives.
- Proven record of working with and managing multiple suppliers, producers and vendors producing a variety of communications material for awareness and visibility, and
- Experience providing information and communicating messages to diverse audiences through a variety of traditional and social media outlets.
- Sound knowledge and understanding of all contemporary media relations and public communication techniques and platforms, including traditional radio and television, online, and social media
- Experience with media campaigns relating to technology or cybersecurity is an advantage

### **Other Experts:**

- At least five (5) years of experience in public information, journalism, graphic design, videography and/or related area;
- At least five (5) years of experience and an established track record of media placements and successful public outreach and awareness campaigns;
- At least five (5) years of experience with online media-relations tools, image editing / visual storytelling, content management systems, etc;
- At least five (5) years of experience with policy advocacy communication;
- At least five (5) years of experience in visual asset design and video production including recording, lighting, editing and scoring
- Demonstrated ability to conduct interviews for gathering essential information;
- Demonstrated ability to monitor and evaluate the effectiveness of a communications campaign;
- Demonstrated ability to analyze and synthesize information for drawing conclusions regarding themes under consideration for development of a broadcast message;
- Experience providing information and communicating messages to diverse audiences through a variety of traditional and social media outlets;

- Strong connection to media networks within the OECS region;
- Strong interpersonal and people skills along with excellent presentation, oral and written communication skills;
- Ability to establish good working relationships with stakeholders in a sensitive environment;
- Ability to respond quickly to requests for information and work under tight deadlines;
- Strong organisational skills, keen attention to detail and able to work independently and in a team, and
- Proficiency in the use of Microsoft Office Suite and publishing software/packages is an asset.

## 7. Project Administration

The assignment is designed as a hybrid arrangement with both virtual and in-person engagements, subject to any prevailing restrictions. The consultant will likely be required to travel to beneficiary countries or IMPACS' headquarters, subject to prior agreement between the parties. The consultant will be solely responsible for the provision of any office equipment, workspaces, staffing or other resources necessary to complete the assignment in accordance with the contract.