



Government of Saint Lucia

Department of Infrastructure, Ports and Energy



RENEWABLE ENERGY SECTOR DEVELOPMENT PROJECT

TERMS OF REFERENCE
FOR CONSULTING SERVICES
FOR
PROJECT MANAGER

RENEWABLE ENERGY SECTOR DEVELOPMENT PROJECT

September 2018

RENEWABLE ENERGY SECTOR DEVELOPMENT (RESDEV) PROJECT

TERMS OF REFERENCE FOR PROJECT MANAGER

1. Background

Saint Lucia is an island in the Eastern Caribbean with a population of about 180,000 and a Gross Domestic Product (GDP) of US\$1.19 billion. The country's economic growth and development are primarily driven by the success of its tourism industry and associated activities. While electricity is supplied reliably in Saint Lucia, it remains almost completely dependent on diesel-based generation, resulting in high electricity tariffs and substantial price volatility due to the exposure to world market oil prices. The extremely high and volatile cost of electricity is a major impediment that erodes the country's competitiveness as it seeks to attract a larger share of regional tourism revenues. This not only undermines growth in business and services, but also creates hardship and burdens to private consumers, especially the poor. The lack of diversification in Saint Lucia's power generation is undermining the country's development.

Given these challenges, the Government of Saint Lucia (GOSL) has applied for funding towards a Renewable Energy Resources Development Project (RESDEV). The proposed Project objective is to support the GOSL to assess the viability of harnessing indigenous renewable energy resources, in particular geothermal energy. The project will be coordinated by the Department of Infrastructure, Port Services and Energy (DIPE).

2. Project Components

The project has two components:

Component 1 consists of (a) the design, validation, launch, implementation and supervision of an Exploration Drilling Program (EDP), and (b) the procurement of shared infrastructure which will facilitate the integration of renewable energy in Saint Lucia's power system.

Component 2 will include implementation capacity enhancement activities and a TA program to strengthen the GOSL's implementation, technical, and fiduciary capacity to support the program.

The details on each component is provided below:

Component 1, which entails exploration drilling for Resource Discovery, Exploration Management Consultants (EMC), Geo-Technical Services, Drilling Infrastructure Works, and Shared Infrastructure, has two sub-components:

- a. *Subcomponent 1.1: Exploration Drilling and EMC:* This subcomponent will finance the services of an EMC, to be engaged by the project for a period of 24-30 months to help procure and oversee the drilling program of two and up to five slim-holes at a depth of approximately 2,000 meters, and confirm the quality of geothermal resource on behalf of the Government. A report on the quality of the geothermal resource measured against technical indicators will be produced at the end of the EDP by the drilling contractor. EMC staff should have familiarity with application and supervision of World Bank fiduciary guidelines (including social and environmental safeguards, financial management and procurement). In addition, the EMC will provide on-the-job mentorship to the RESDEV team to enhance project management capacity.
- b. *Subcomponent 1.2: Geo-Technical Services, Drilling Infrastructure Works, and Shared Infrastructure.* This sub-component will finance geo-technical services and drilling

infrastructure works (access roads, well pads, water supply, etc.). The exact scope will be defined based on ongoing studies and input from the EMC, in consultation with the GoSL.

2. Component 2 makes provision for Implementation Capacity Enhancement, Technical Assistance, and Market Engagement
 - a. *Subcomponent 2.1: Implementation, Support for Project Implementation Unit (PIU)* aims to support the GOSL with establishing a dedicated PIU within the DIPE. The PIU will provide overall project management and technical inputs required for implementation of the RESDP. Such technical inputs and guidance includes responsibilities for safeguards, procurement, and financial management services. This subcomponent will finance a) PIU staff recruitment costs; b) operational costs; c) training programs; d) gender integrating activities; and e) a communication strategy.
 - b. *Subcomponent 2.2: Technical Assistance and Market Engagement* will finance the following studies and activities: a) Legal and Regulatory Analyses, in coordination with the National Utility Regulatory Commission (NURC), LUCELEC, and the Eastern Caribbean Energy Regulatory Agency (ECERA) project; b) implications of increases in renewable energy generation (as well as energy efficiency and distributed generation) on LUCELEC's financial and operational planning processes; c) assess requirements for investment in the grid and to enhance grid operating capacity, and other issues related to integrating renewables into planning across generation, transmission, and distribution; d) Market engagement activities, including conferences, road shows, workshops, etc. to engage with potential private sector investors to share and discuss the ongoing progress and findings of the EDP process.

3. *Objectives of the Assignment*

The objective of this assignment is to engage an individual consultant to provide overall and day-to-day supervision and management of the project activities to be implemented under the RESD Project.

4. *General Scope of Services*

The Project Manager will lead the PIU and shall be responsible for the day-to-day management and coordination of activities related to the management and implementation of the Project.

The Project Manager will work closely with the technical staff in the DIPE assigned to the Project and report to the Permanent Secretary of the DIPE. The Project Manager will also liaise and work closely with LUCELEC, NURC, ECERA, other sections/units within the DIPE, the Project Coordination Unit (PCU) of the Department of Economic Development, and focal points for any other relevant executing agencies throughout project implementation. The Project Manager will supervise all RESDP activities to ensure timely implementation and will liaise with all relevant Government Agencies and the World Bank.

The consultancy services will be full-time and will be performed on site at the DIPE.

Specific Scope of Services

In undertaking the assignment, the Project Manager will ensure the successful implementation of the RESDP. To this achieve this the Project Manager will undertake the following tasks:

- Use effective project management tools to plan, direct, manage, monitor and control project activities and resources as it relates to risk, scope, quality, cost and time.
- Develop stakeholder matrix and risk management plan to effectively manage stakeholders' expectations, disseminate findings on the Environmental and Social Impact Assessment (ESIA) and implement the communication plan.
- Lead and manage the PIU Team towards meeting the project objectives.
- Be responsible for the day-to-day management and coordination of activities related to the management of the implementation of the Project.
- Work closely and collaborate with the existing PCU of the Department of Economic Development, the World Bank, and other relevant line Ministries and Agencies.
- Ensure that project activities are conducted in accordance with the Laws of Saint Lucia and the applicable World Bank Group Guidelines.
- Facilitate regular (e.g., weekly) reporting to DIPE and other relevant Ministries and agencies on relevant issues, including project status, challenges, implementation plans, risk management plans, quality control plans, annual plans, procurement, safeguards, budgets and forecasts, and the results framework for the project.
- Lead on the preparation and implementation of the Project activities financed under the preparatory advance to obtain World Bank Board approval by November 2018 or such date as may be agreed upon by the Government of Saint Lucia and the World Bank. This will include leading and overseeing the preparation and updating of the Procurement Plan, Project Procurement Strategy, and Operations Manual, finalization of the Environmental and Social Impact Assessment (ESIA), among others.
- Ensure timely reporting as it relates to meeting the legal obligations stipulated in the Financing Agreement (s), Finance Act and supporting regulations and schedules.
- With the support of the Procurement Officer and the EMC, ensure timely procurement of all activities, including drafting Terms of Reference, development of specifications and other technical information required for bidding, preparing bid documents, bid publication, bid opening and evaluation, award of contract, negotiations, and contract supervision.
- Ensure that an effective communication strategy is executed, including community outreach and awareness campaigns.
- Ensure project compliance with the ESIA, Resettlement Action Plan (RAP), and other relevant environmental and social safeguards requirements, as appropriate.
- Work with the Accounting Department of DIPE and the Financial Management Officer, PCU to ensure the timely preparation of Interim Financial Reports, financial statements, budgets and forecasts.
- Maintain and update regularly the Project Operations Manual for effective implementation of project activities.
- Prepare quarterly, results-based reports on the project implementation and financial status for management, executing agencies, PCU and other relevant bodies, in accordance with approved reporting formats for the project
- Work with the Financial Manager to ensure the timely preparation of the annual budget estimates and quarterly budget allocations within the stipulated dates for submission.
- Prepare End-of-Year Performance Report and take the lead on the preparation of the Procurement Plans with the Procurement Officer assigned to the Project; and prepare the End-

of-Assignment Report detailing achieved targets, outcomes, challenges and results against assignment work plan;

- Monitor all project-reporting requirements – including project progress, financial, procurement reports, deliverables from consultants, contractors and suppliers – to ensure timely preparation, distribution, review and acceptance.
- Lead human resource responsibilities for all PIU positions (e.g., technical, procurement, financial, M&E, safeguards, communication, administrative and other positions), including – but not limited to – recruitment, onboarding, training, work program planning, performance monitoring and evaluation, and undertaking appropriate corrective actions when required.
- In coordination with DIPE and the PCU Coordinator, effectively manage a smooth transition of procurement and financial management responsibilities from the PCU to the PIU within a time frame established and agreed by DIPE and the PCU. This may include recruitment of new staff, training of existing staff, and/or coordinating the transfer of staff from the PCU to the PIU. The expected timeframe for this transfer to occur is within six (6) to twelve (12) months after the Project becomes effective (official start of Project implementation).
- Work with the Government Information Services (GIS) for visibility of the project and its outcomes.
- Work closely with the PCU to coordinate and develop schedules for World Bank Project missions.
- Work with the Central Statistics Office and DIPE to identify mechanisms for capturing of data to facilitate updating or recommending changes to the M&E framework for the project.
- Monitor and update the M&E framework for the project and prepare the Mid Term Review Report and advise Management of corrective action to be taken to improve project implementation including the M&E framework.
- As part of the communication plan, maintain a contact list to facilitate Project implementation.
- Ensure close out of all project processes and activities (by returning all guarantees, bid securities, pay out of retention, completion of snags) and documenting lessons learned and best practices at the national and regional level to build capacity throughout project implementation.
- Assist with preparation of the Implementation Completion Report
- Perform any other activities identified during project preparation and implementation that are required to ensure successful implementation of the Project.
- Maintain integrity and confidentiality in the discharge of services and of all documents and information made available in the discharge of these services.
- Execute all services to the best ability and in accordance with approved and recognized international code and ethics of the profession.
- Ensure that project activities are carried out with special attention and sensitivity paid to vulnerable groups, which here in will include women, youth, elderly as well as the socio-economically and geographically marginalized.

5. Duration

The Project Manager will be engaged on a full-time basis and is expected to commence the assignment on November 1 2018. A performance evaluation after the first six months of services rendered will be done; contract is renewable up to a period of three years subject to satisfactory performance.

Engagement can cover a period of five years subject to annual performance reviews.

The recruitment of the Project Manager will be carried out considering the internal regulations guidelines already developed in similar projects by the World Bank procurement specialist.

6. Performance Assessment

The Contract, inclusive of the Terms of Reference, project implementation manual, detailed work plan with agreed targets and timelines, will be used as the basis to evaluate performance. This will consider the quality of the services undertaken in respect to supervision, monitoring, control and reporting.

7. Outputs and Deliverables

- Monthly progress reports on the status, challenges, indicators, ongoing contracts and the level of implementation project
- Reports to meet the General and Specific Responsibilities of the assignment
- Quarterly performance-based reports, including budget performance and performance on the project's M&E framework.
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- End-of-Year Performance Reports;
- Mid Term Review Report.
- End-of-Assignment Report
- Implementation Completion Report
- Other outputs and deliverables identified during Project preparation and implementation.

All Reports and documents prepared for the assignment is the property of the Government of Saint Lucia

8. Terms and Conditions

The GOSL, DIPE, shall make and provide the following to the Project Manager:

- Relevant documents, data, statistics and information required for the execution of project;
- When necessary, assign counterparts to assist the Project Manager in executing assigned duties;
- Office space and equipment for carrying out the assignment

The Project Manager shall not accept any courtesies/invitations offered from any parties other than the Government of Saint Lucia.

Documents or data provided by the Government of Saint Lucia for the purpose of this project shall be considered confidential and should not be disclosed to any party.

The Project Manager shall not be a potential conflict of interest, will undertake the assignment with the highest professional standards and exercise confidentiality in discharge of the assignment

To ensure impartiality, the Project Manager must not in any way be affiliated with business entities that are currently providing or are seeking to provide goods or services to the project.

9. Qualifications and Experience Requirements

The successful candidate must have:

- i. Master's degree in a relevant field such as Engineering (civil, mechanical, electrical) or Project Management, with 8 years' experience in management and implementation of renewable energy projects **OR** a Bachelor's Degree in a relevant field such as Engineering, Project Management with a minimum of 10 years' experience in management and implementation of renewable energy projects.
- ii. Demonstrated knowledge of and experience with procurement of engineering services, management of consultancy contracts, and budgeting and reporting
- iii. Experience working with procedures and operations of multilateral development banks and/or bilateral agencies (experience with the World Bank is an asset).
- iv. Excellent interpersonal skills and ability to work across a wide range of stakeholders.
- v. At least 8 years of Public Sector Project Management experience working directly with the private sector in renewable energy development and/or investment
- vi. Excellent written and communication skills.
- vii. Working knowledge of the public and private sector, preferably, direct working experience with government, community-level interests, resource users and community groups, private sector and international organizations;
- viii. Experience with project review and project systems development.
- ix. Ability to communicate effectively in writing and orally;
- x. Strong leadership capabilities and a demonstrated record of successful leadership of multi-disciplinary teams;
- xi. Experience working with vulnerable groups which include women, youth, elderly as well as the socio-economically and geographically marginalized;
- xii. Knowledge of World Bank procurement and financial management guidelines;

- xiii. Appropriate involvement and/or experience in similar projects
- xiv. Experience working in developing countries in general and in the Caribbean Region in particular, is an asset.
- xv. Must be of high integrity, transparent, and accountable;
- xvi. Ability to establish and maintain effective working relationships with relevant agencies and bodies involved in the implementation of the project;

Mr. Ivor Daniel

Permanent Secretary

Department of Infrastructure, Ports and Energy