



Government of Saint Lucia

Department of Tourism, Information and Broadcasting



OECS REGIONAL TOURISM COMPETITIVENESS PROJECT

**TERMS OF REFERENCE
FOR CONSULTING SERVICES
FOR
PROJECT MANAGER**

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April 2021(V1)

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Project Background

The Government of Saint Lucia (GoSL) aims to (i) facilitate the movement of tourists within the participating countries using ferries; (ii) improve selected touristic sites; and (iii) strengthen implementation capacity for regional tourism market development. To this end, the GOSL has applied for financing from the International Development Association (IDA) by way of a Credit towards the implementation of the **OECS Regional Tourism Competitiveness Project**. The Project is expected to cost United States fifteen million (US\$15m) dollars and will be also be implemented by Grenada (US\$6m) and St Vincent and the Grenadines (US\$5m).

The **OECS Regional Tourism Competitiveness Project** is expected to finance activities for facilitating the movement of people, pilot tourism investments, marketing development, promotion of capacity building and regional collaboration for capacity and knowledge building around strengthening regional tourism marketing development in the participating countries.

Project Components

Component 1: Facilitation of the Movement of People (US\$2,520,000 for all Countries; Saint Lucia – US\$720,000)

This component aims to strengthen regional integration and facilitate movement of people in the region through (a) support for the development of a single regional space for immigration and customs entry of international tourists and (b) development of a pilot ferry system through TA, information technology (IT), and small infrastructure improvements.

Component 2: Pilot Tourism Investments (US\$18,540,000 for all Countries; Saint Lucia – US\$12,350,000)

The interventions in the selected pilot tourism sites for Saint Lucia are enhancement and beautification of strategic sites and attractions, improved logistics, and development of a tour for Castries in Saint Lucia.

Component 3: Market Development and Promotion Capacity-Building (US\$2,790,000 all Countries; Saint Lucia –US\$930,000)

This component aims to (a) at a country level, support the refinement and operation of tourism plans of the borrowing countries and (b) at the regional level, develop a strong regional market development effort to position the countries as one travel destination.

Component 4: Project Implementation Support (US\$2,150,000)

This country-specific component supports the overall project implementation, including:

- (a) capacity building of the existing Project Coordination Units (PCUs) on project management, procurement, financial management (FM), safeguards, M&E, and technical expertise;
- (b) consulting services for project audit in each country, if needed; and
- (c) TA support to the participating countries to carry out a robust impact evaluation, to measure the impact of the project on jobs in a gender disaggregated way.

Objectives of the Assignment

The objective of this assignment is to engage an individual consultant to provide overall and day-to-day management of the project activities to be implemented under the OECS Regional Tourism Competitiveness Project. Supervision of Project Manager will be undertaken by the Permanent Secretary, Ministry of Tourism Information and Broadcasting, Culture and Creative Industries. The Project Manager will serve as the main operational link between the project, the PCU, the Ministry of Tourism, Information and Broadcasting, Culture and Creative Industries (Implementing Agency) and all ministries and agencies involved with implementation of the project.

General Scope of Services

The consultancy is full-time and substantially will be performed on site at the Ministry of Tourism, Information and Broadcasting, Culture and Creative Industries.

In particular the Project Manager will work closely with the Product Development Unit of the Ministry of Tourism, Information and Broadcasting, Culture and Creative Industries.

The Project Manager will liaise and work closely with the Project Coordinator, Project Coordination Unit, the Chief Economist, National Development Unit of the Department of Economic Development, Transport and Civil Aviation and the focal points for executing agencies throughout project implementation.

The Project Manager shall be responsible for the day to day management and coordination activities related to the management of the implementation of the project.

This requires that the Project Manager lead on all project activities for timely implementation, liaise with all related agencies, the National Development Unit, PCU and the Technical Team at World Bank.

The Project Manager will be responsible for maintenance and ensuring regular updating of the Project Implementation Manual prepared specifically for implementation of the project.

Maintenance and updating of project plans and sub-plans including communication, risk, and quality for effective implementation of project activities and resource management and development for effective execution.

In developing project management plans and sub-plans for the implementation of project activities as well as plans for allocation of resources including human resources (technical, procurement, financial, M&E, Safeguards, filing and other) needed to accomplish each activity under the project the Project Manager will work with the Director, Product Development of the Ministry of Tourism Information and Broadcasting, Culture and Creative Industries, Project Coordinator, Project Coordination Unit, the National Development Unit of the Department of Economic Development, Transport and Civil Aviation and the focal points for executing agencies.

All project plans and sub-plans will be reviewed and agreed upon by the Permanent Secretary in the Ministry of Tourism or any Officer assigned and Project Coordinator, Project Coordination Unit.

The Project Manager shall also be responsible for ensuring that project activities are conducted in accordance with laws of Saint Lucia and World Bank Guidelines.

The Project Manager shall be responsible for communicating with line agencies and project beneficiaries to ensuring effective participation during project implementation.

Specific Scope of Services

The specific responsibility and specific tasks:

- Based on the approved/agreed plans and sub-plans, coordinate the distribution of responsibilities amongst project team members (staff of the Ministry of Tourism, Staff of the Project Coordination Unit and other consultants engaged under the project) to ensure timely reporting and preparation of project documentation as needed particularly with respect to legal requirements (World Bank project reporting requirements, reporting requirements of the GOSL and requests for No Objection and approvals from the respective tenders' board).
- Monitor performance and provide contract management for all consultants engaged under the Project (i.e. procurement, financial management, safeguards, capacity building, monitoring and evaluation specialists and any other) consistent with the distribution of responsibilities as per the project plan for effective and efficient project implementation; take appropriate actions where corrective actions are required;
- Provide overall oversight and guidance to the project team including personnel of Technical agencies, staff of Ministry of Tourism and PCU assigned to the Project during implementation of the Project, to ensure the successful and effective attainment of the Project Development Objectives and Key Performance Indicators established for the Project;

- Advise and regularly report to the PCU Coordinator on project implementation activities, program plans and recommend project implementation strategies.
- As part of the communication plan maintain a contact list at the national and regional levels for Project implementation and internal clearances;
- Ensure Implementing agencies' conformity with the tenets of the Project Implementation Manual;
- Provide ongoing operational advice to the Permanent Secretary of the Ministry of Tourism and the Project Coordinator, Project Coordination Unit to facilitate meetings/exchanges with the relevant Ministers, agencies and other parties and participation at such meetings, when needed;
- Prepare on a timely manner, annual plans and quarterly plans for the approval of the Permanent Secretary of the Ministry of Tourism;
- Using the approved annual plans and quarterly plans coordinate effectively with Team of the Product Development Unit and the Accountant Ministry of Tourism and Finance Manager, Project Coordination Unit to ensure the timely preparation of the annual estimates and quarterly allocations within the stipulated date for submission;
- Report to the Project Steering Committee on project progress, status, challenges, implementation plans including risk management plans, quality plans, procurement, safeguards, budgets and forecasts, results framework for the project,
- Participate and report at the regional steering committee meetings, as requested, document and report on outcome from those meetings;
- Report and provide feedback to the Ministry of Tourism, Information and Broadcasting, Project Coordinator, Project Coordination Unit on project strategies, activities, progress and challenges;
- Work with the Product Development Unit to ensure comprehensive maintenance of project documentation:

- Prepare quarterly results-based reports including narrative, status, financial on project progress for management, executing agencies, project coordination unit and other relevant bodies, in accordance with approved reporting formats for the project.
- Work closely with the Project Coordination Unit to coordinate and develop schedules for Project missions.
- Prepare End-of-Year Performance Report and lead on the preparation of the Procurement Plans with the Procurement Officer assigned to the Project.
- Prepare the End-of-Assignment Report detailing achieved targets, outcomes, challenges and results against assignment work plan;
- Monitor the implementation of Work Plans by Ministries and Agencies to identify capacity challenges and weakness and advise on corrective actions that maybe needed for improvement;
- Review and provide feedback on work plans prepared by executing agencies and the project coordination;
- Monitor and work closely with the Procurement Officer, Project Coordination Unit for the timely procurement and delivery of project outputs;
- 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;
- Carry out contract administration and management responsibilities including supervision of the technical consultants, contractors and suppliers for timely submission of deliverables
- Monitor and update the Monitoring and Evaluation (M&E) framework for the project;

- Work with the Central Statistics Office and the Saint Lucia Tourist Board to identify mechanisms for capturing of data to facilitate updating or recommending changes to the Monitoring and Evaluation (M&E) framework for the project;
- Prepare the Mid Term Review Report and advise Management of corrective action to be taken to improve project implementation including the M&E framework
- Assist with preparation and or review of Terms of Reference, Specifications and other technical information required for bidding
- Coordinate support from executing ministries and agencies to enable timely procurement;
- Work with the Accountant of the Ministry of Tourism, Information and Broadcasting and the Finance Manager, Project Coordination Unit to ensure the timely preparation of Interim Financial Reports, financial statements, budgets and forecasts by providing relevant technical inputs and guidance in a timely manner based on the project implementation plans;
- Work with the Government Information Services (GIS) for visibility of the project and its outcomes,
- Capture and document lessons learned and best practices at the national and regional level to build capacity throughout project implementation;
- Supervision of other auxiliary staff hired under the Project;
- Coordinate, liaise and monitor regional activities to be contracted to ensure timelessness; and
- Any other related duties as assigned by the Permanent Secretary.

In undertaking the assignment the Project Manager will work closely and collaborate with the Technical Team of the World Bank, the Steering Committee, relevant line Ministries and Agencies, PCUs from other countries for this project, primary project beneficiaries and private sector

stakeholders, the Department of Economic Development, Transport and Civil Aviation, the Department of Finance, Director of Audit.

Duration

The Project Manager will be engaged on a full-time basis and is expected to commence the assignment on 15th July, 2021 for a period of one year in the first instance; renewable annually subject to satisfactory performance.

Engagement can cover a period of two and a half years subject to annual performance review with an intermediate performance evaluation after the first six months of services rendered.

The recruitment of the project manager should follow the WB's procurement guidelines.

Performance Assessment

The Contract inclusive of the Terms of Reference, project implementation manual, detailed work plan with agreed targets will be used as the basis to evaluate performance.

Outputs and Deliverables

- Monthly progress reports on the status, challenges, indicators, ongoing contracts and the level of implementation project activities
- Quarterly reports,
- Reports to meet the General and Specific Responsibilities of the assignment

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

Terms and Conditions

The Ministry of Tourism, Information and Broadcasting 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.

Qualifications and Experience Requirements

Minimum required education and experience

Academic:

- Masters' degree in Tourism Management and Development or related Social Sciences (tourism development, tourism, management or economics) or related discipline with at least 5 years of relevant professional experience or
- Bachelors' degree in either Tourism Management, Economics, Project Management or related Social Sciences (tourism development, tourism, management or sociology,) or related discipline with at least three (3) years of relevant professional experience or

Professional experience includes:

- i) Tourism sector development, planning, and/or policy;
- ii) Strategy development and implementation at the regional, national or subnational level;
- iii) Support for tourism-linked public sector investments at the national or sub-national;

- iv) Advising or working directly with the public and private sector in tourism development and/or investments; and
- v) Proven track record of project management and project team experience working with government.;

Experience:

- Demonstrated experience of a minimum of three (3) years in the project planning, tourism performance management or project implementation;
- Experience in presentation to policy makers on tourism performance and tourism policy.
- Demonstrated experience in tourism planning and management.
- Demonstrated experience with management of multidisciplinary programs.

a. Specific knowledge required to start

- Sound policy understanding of the tourism industry and national development strategic plan for Saint Lucia
- Report preparation
- Project management
- Working knowledge of Microsoft office including word, excel, power point and Microsoft project Previous experience working with Donor-financed projects and the Government of Saint Lucia
- Excellent knowledge of English with fluency in reading, preparation of technical reports and general writing.
- Ability to communicate in creole would be an asset

b. Required competencies (core and technical to be specified)

Leadership: Leadership skills for team building, organization and appreciation of diverse ideas and approaches; ability to assess risk, considers impact and articulates benefits of decisions to internal and external stakeholders.

Collaboration: Ability to collaborate with a wide variety of stakeholders. Strong interpersonal and organizational skills

Drive for Results: Takes personal ownership and accountability to meet deadlines and achieve agreed-upon targets/ results, and has the personal organization to do so

Teamwork (Collaboration) and Inclusion:

- Collaborates with other team members and contributes productively to the team's work and output
- Demonstrated ability to work in teams and communicate effectively.
- Ability to handle stakeholders tactfully, courteously, and diplomatically;
- Ability to establish and maintain effective working relationships with focal points, Project Steering Committee, Ministry of Finance and World Bank staff, vendors, private operators and the public.

Business Judgment and Analytical Decision Making - Analyzes facts and data to support sound, logical decisions regarding own and others' work.