

**TERMS OF REFERENCE
PROJECT MANAGER**

**GOVERNMENT OF SAINT LUCIA
RESILIENT RENEWABLE ENERGY INFRASTRUCTURE INVESTMENT FACILITY**

(P180831)

1. BACKGROUND

The Government of Saint Lucia (GOSL) has secured funding through the World Bank (WB) to pursue the Resilient Renewable Energy Infrastructure Investment Facility (RREIIF). The Project Development Objective (PDO) is to increase the share of utility-scale renewable energy generation and private-sector participation in renewable energy development in Saint Lucia. The first participating countries are, Saint-Lucia, Grenada and Saint Vincent and the Grenadines, accompanied at regional level by the Eastern Caribbean Central Bank (ECCB) and the Eastern Caribbean Partial Credit Guarantee Corporation (ECPCGC). In Saint Lucia, the Project Implementing Entity is the Ministry of Physical Development and Public Utilities (MPDPU)

2. PROJECT DESCRIPTION

The RREIIF Project will be implemented between June 2025 and June 2032 and consists of 4 components.

Components 1 and 2 are implemented by the Regional Coordination Unit in ECPCGC, while Components 3 and 4 are implemented by the National PIU and include the following activities:

Component 1: This component will establish the regional coordination entity responsible for (i) coordinating the aggregation of renewable energy projects to achieve economies of scale and reduce the cost of individual projects, and (ii) providing technical support to national entities of the three participating countries, as well as to the ECPCGC.

Component 2: Equity Capital in the RREIIF Risk Mitigation Fund for Partial Credit Guarantees. RREIIF will provide risk mitigation solutions for participating banks in the region through a new RE window with multiple product offerings, e.g. partial credit guarantee (PCG) implemented by the ECPCGC. This component will also address physical risks by supporting RE projects that have resilient design.

Component 3: This component focuses on modernizing electricity grids to support the integration of RE sources and enhance the reliability and resilience of energy infrastructure. It will finance the optimization and strengthening of transmission and distribution (T&D) networks in participating countries, preparing the grid to accommodate increased RE generation, including battery energy storage. The investment will cover works to expand the capacity of existing sub transmission lines, upgrade current substations, or establish new primary substations. All infrastructure design and construction will incorporate climate-resilient measures to enhance the grid's durability against climate and natural disaster risks, which have been estimated to represent an additional cost of 30 to 100 percent based on experience of other countries in the region and determined during feasibility studies.

Component 4: Contingent Emergency Response Component (CERC). This component will be available, if needed, to redeploy some of the Project resources alongside those of other projects in specific country project portfolio to respond to an emergency. The resources will be made available to finance emergency response activities and to address crisis and emergency needs. The activities to be financed will be assessed to ensure Paris Alignment. An Immediate Response Mechanism

Coordinating Agency and expenditure management procedures will be defined in an Immediate Response Mechanism Operational Manual, to be prepared separately and approved by the World Bank, in line with guidance provided under OP 10.00, paragraph 12. In case this Component is used, the Project will be restructured to allocate the required financing, revise the PDO and indicators, and detail implementation arrangements as needed.

3. INSTITUTIONAL ARRANGEMENTS

To implement the RREIIF project, the Government of Saint Lucia (GOSL) has established a Project Implementation Unit (PIU). The PIU provides overall project management and technical inputs on behalf of the GOSL and is responsible for financial management, communications and safeguards, monitoring, reporting and evaluation.

The PIU is headed by the Project Manager who reports directly to the Permanent Secretary of the Ministry of Physical Development and Public Utilities (MPDPU), as head of the Project Steering Committee. The PIU also comprises of a Transmission and Distribution Expert (TDE), Procurement Assistant (PA), Financial Management Assistant (FMA), Environmental Officer (EO), Social Officer (SO) and a Community Liaison Officer (CLO). The PIU will also share financial management resources with the existing Renewable Energy Sector Development Project (RESDP - P161316) PIU and Procurement and communication resources with the Caribbean Efficient and Green Energy Buildings Project (CEGEB – P179519) PIU.

4. KEY RESPONSIBILITIES

The Project Manager will be responsible for ensuring that the Project's objectives are achieved, its duties/responsibilities include, but are not limited to:

Project Management (Planning and Execution)

- Managing the RREIIF Project Officers within the National Project Implementation Unit (National PIU) and overseeing the overall project implementation progress
- Managing the day-to-day implementation of project activities;
- Supporting regional coordination with the Regional Coordinating Unit at the Eastern Caribbean Partial Credit Guarantee Corporation (ECPCGC) and the National PIUs in Grenada and Saint Vincent and the Grenadines, including participation at regular coordination meetings.
- Coordinating and facilitating all communication between the MPDPU, the WB and other stakeholders as needed.
- Preparing project implementation, procurement plans, and annual work plans and budgets, in conjunction with other National PIU staff, and presenting them for no objection by the WB
- Managing preparation and implementation of investment in Saint Lucia under the RREIIF project, which include the grid infrastructure and BESS activities, with the support of the PIU staff.
- Understanding technical deliverables sufficiently to assess progress, identify risks, and escalate issues to appropriate technical specialists
- Ensuring all infrastructure designs incorporate climate-resilient measures and comply with World Bank technical standards
- Understanding the Partial Credit Guarantee (PCG) mechanism and ECPCGC operations sufficiently to support national coordination and reporting requirements
- Supporting regional coordination on behalf of the Government of Saint Lucia with the Regional Coordination Unit (RCU) and the National PIUs for RREIIF, including participation Regional Steering Committee of the RREIIF. Report to the MOF as the GoSL counterpart of the WB,

National Steering Committee (NSC) and develop and strengthen collaboration with the NURC, LUCELEC, and other relevant government agencies partners, the World Bank and other stakeholders to facilitate their understanding and support to the Project.

- Regularly updating the MOF, chair of NSC and the WB on the project implementation progress and relevant issues.
- Monitoring and supervising the performance of the PIU staff and ensuring the effective delivery of programming and administrative support to the project implementation
- Ensuring that all files under the project are maintained in a complete manner and organized in an easily retrievable filing system for project records, and retaining those records as required by the WB, the MOF, MPDPU, NURC and LUCELEC.
- Establishing a data management system for the Project, including development of reporting formats.
- Review and approve Provisional Acceptance Reports, Final Acceptance Reports, Commissioning Plans, Preliminary Commissioning Reports, Final Commissioning Reports
- Regularly updating the Permanent Secretary, the National Coordinating Committee and the WB on the project implementation progress and relevant issues.
- Monitoring and supervising the performance of the National PIU staff and ensuring the effective delivery of programming and administrative support to the project implementation;
- Ensuring that all files under the project are maintained in a complete manner and organized in an easily retrievable filing system for project records, and retaining those records as required by the WB and MPDPU
- Leading the preparations for implementation support missions, a midterm review, a final review and other missions and ensuring the timely dissemination of results and implementation of follow-up actions
- Communicating the project objectives and achievements to the public, media, policy makers and other stakeholders and effectively promoting the project visibility;
- Overseeing the adherence to environmental and social standards, and guiding the National PIU staff in the effective implementation of the project's ESCP and applicable instruments;
- Performing any other tasks as reasonably required by the Project.

Fiduciary Oversight (Financial Management and Procurement)

- Ensuring that the annual budget and disbursement plans for the project are prepared and approved in a timely matter, and planned vs. actual variance analyses are regularly conducted
- Working closely with Financial Management Officer, the PM will ensure the production of timely and accurate Interim Financial Reports (IFRs) in accordance with the Disbursement Letter and POM, and guidance from the World Bank FM specialist supporting the project.
- Preparing Terms of Reference (TOR) for consultants, in collaboration with technical staff, and reviewing for quality control prior to submitting for WB review and no objection; where relevant, the TORs shall include responsibilities related to applicable environment and social standards.
- Ensuring procurement plans include all necessary inputs for timely implementation of project activities, through close collaboration with the Procurement Officer and Technical Officers. The PM is responsible for delivery and oversight of the procurement plan to support the achievement of project objectives.
- Supervising the preparation of financial statements and present evaluation reports.

Monitoring, Evaluation and Reporting

- Overseeing monitoring and evaluation of the project implementation progress;
- Coordinating inputs for and ensuring the quality of bi-annual Project Progress Reports; and ensuring compliance with all other Project reporting requirements for the MPDPU and the WB
- Preparing bi-annual Project Progress Reports as required, in collaboration with other National PIU staff, to provide an update on implementation progress, project indicators, issues, and action plans. This includes identifying potential implementation risks in achieving the Project Development Objectives (PDO), and proactively proposing potential solutions
- Leading the planning, coordination, and systemic monitoring of the project's overall progress in achieving the Project Development Objectives (PDO) and its intermediate results indicators.
- Ensuring that the timeline for the execution of each component is on track for achieving the Project Development Objectives (PDO)
- Coordinating and supporting the National PIU staff and other stakeholders involved in the project implementation in the proper monitoring and evaluation of project activities;
- Cooperating with beneficiaries and stakeholders to ensure high quality deliverables and project monitoring;
- Properly filing and maintaining all Monitoring & Evaluation (M&E) documents

OUTPUT AND DELIVERABLES

The Project Manager will prepare and deliver the following outputs to the client for RREIIF:

- Outputs and deliverables for tasks as listed in scope of services
- Monthly progress reports on the technical status of tasks undertaken as specified in the Scope of Services to be submitted by the 26th day of each month
- Semi-Annual and Annual Reports detailing activities conducted in accordance with set targets and progress reports, review of outputs of activities and summary of projected next steps.
- Quarterly ESCP reports in coordination with the E&S specialists.
- Final project implementation Report, covering the period of the contract on the technical aspects of the project implementation

All Reports and documents prepared for the assignment are the property of the GoSL.

Progress reports are expected to inform on assignment progress, achievement, status, challenges, risks, among other matters. Note that while reporting is done periodically, it is the responsibility of the Consultant to raise flags and discuss emerging issues as soon as they are identified so that appropriate action can be taken in real-time.

The final implementation report should highlight, inter alia: a) The nature of the work undertaken throughout the consultancy, noting the level of success and constraints; b) Lessons learned during the assignment; and c) Recommendations for continued actions that would facilitate support achievement of the project outputs and outcomes.

5. DURATION

The Project Manager will be engaged on a full-time basis and is expected to commence service by November 2026. The contract duration will be one year, including a 6-month probation period, renewable annually until the project's closing.

6. REPORTING

The Project Manager will report to and work under the direct supervision of the Permanent Secretary of MPDPU.

7. TERMS AND CONDITIONS

- The PIU will provide the Project Manager with access to office space, office equipment including computer, access to printing and photocopying and all necessary software required for discharge of duties.
- The Project Manager will be required to sign a code of conduct preventing abuse, exploitation, and harassment;
- No medical, gratuity or other benefits are deductible or payable;

8. QUALIFICATIONS AND EXPERIENCE

The Project Manager is expected to meet the following requirements:

- Have at least an MSc in Engineering, Electrical Engineering, Mechanical Engineering, Power Systems Engineering, Renewable Energy, Project Management, Business Management, Infrastructure Management, or other related field from a recognized university;
- Minimum ten (10) years of professional experience in infrastructure, energy, utilities, construction, or development projects, preferably within the Caribbean region;
- Minimum seven (7) years of progressively responsible experience in project management involving infrastructure, utility, energy, or construction-related projects;
- Demonstrated experience with the implementation of Renewable Energy projects;
- Demonstrated experience managing complex infrastructure projects involving multiple stakeholders, contractors, consultants, and government institutions;
- Experience implementing donor-funded projects, such as those financed by the World Bank, Caribbean Development Bank, United Nations, or other international development partners;
- Experience in the management of infrastructure projects involving transmission and distribution systems, substations, renewable energy systems, battery energy storage systems, or similar infrastructure would be an asset;
- Experience with implementing or monitoring environmental and social safeguards, occupational health and safety requirements, or environmental compliance measures (desirable);
- Experience with or working knowledge of financial management, procurement procedures, contract management, and reporting requirements associated with donor-funded projects (desirable);
- Demonstrated knowledge of project planning, budgeting, monitoring and evaluation, risk management, and contract administration;
- High professional and personal integrity; demonstrated track record of accountability, including in complex project management situations involving multiple stakeholders;
- Strong leadership and management skills, including the ability to supervise multidisciplinary teams and coordinate across institutions;
- Excellent communication, negotiation, and interpersonal skills;
- Ability to collaborate effectively with diverse stakeholders, including government agencies, utilities, contractors, development partners, and communities;
- Ability to work both independently and collaboratively within multidisciplinary teams;

- Strong organizational skills and demonstrated ability to concurrently manage multiple assignments and competing priorities;
- Demonstrate outstanding ability to communicate effectively in written and spoken English
- Be competent in the use of standard office productivity software packages, including Microsoft Office Suite and project management software applications.

ANNEX: Project Description - Caribbean Resilient Renewable Energy Infrastructure Investment Facility (RREIIF)

The RREIIF project aims to address regional market, administrative, and technical barriers to the expansion of resilient, utility-scale RE by private developers in the Eastern Caribbean. The project will establish a Regional Coordination Unit to aggregate small RE projects, create a clear regulatory framework for private power generation, and implement risk-mitigation mechanisms to incentivise favourable lending terms by private banks. Additionally, the project will provide technical assistance and training for project preparation and negotiation, as well as financing for the modernisation and upgrading of power grids for RE integration, including battery energy storage systems (BESS).

The long-term goal of the project is to increase energy security at lower costs, enhance economic competitiveness, and create resilient energy infrastructure. The initial phase involves three countries, Grenada, Saint Lucia, and Saint Vincent and the Grenadines, and is designed to be expandable with more countries joining and additional investments being added to the project pipeline. The successful implementation of the first phase is expected to encourage more countries to participate, leading to more projects and advancing towards the long-term outcome.

The proposed project components include:

Component 1: Regional RE Coordination Unit (RCU), Institutional Strengthening, and Implementation Support: This component will establish the regional coordination entity responsible for (i) coordinating the aggregation of renewable energy projects to achieve economies of scale and reduce the cost of individual projects, and (ii) providing technical support to national entities of the three participating countries, as well as to the ECPCGC.

Component 2: Risk Mitigation Mechanism – Equity Capital in the RREIIF Risk Mitigation Fund for Partial Credit Guarantees: The RREIIF will provide risk mitigation solutions for participating banks in the region through a new RE window with multiple product offerings, e.g. partial credit guarantee (PCG) implemented by the ECPCGC. This component will also address physical risks by supporting RE projects that have resilient design.

Component 3: Renewable Energy Integration and Infrastructure Modernisation, Institutional Strengthening and National Implementation Support: This component focuses on modernising electricity grids to support the integration of RE sources and enhance the reliability and resilience of energy infrastructure. It will finance the optimization and strengthening of transmission and distribution (T&D) networks in participating countries, preparing the grid to accommodate increased RE generation, including battery energy storage. The investment will cover works to expand the capacity of existing sub transmission lines, upgrade current substations, or establish new primary substations. All infrastructure design and construction will incorporate climate-resilient measures to enhance the grid's durability against climate hazards, which have been estimated to represent an additional cost of 30 to 100 percent based on experience of other countries in the region and determined during feasibility studies.