

**BARBADOS**  
**Beryl Emergency Response and Recovery Project**

**Terms of Reference**  
**PROJECT MANAGER**

**1. Context**

The Government of Barbados has requested World Bank financing to support recovery from the damage caused in July 2024 by Hurricane Beryl, the earliest Category 5 storm to form in the Atlantic. Beryl caused extensive damage to the south and west coasts, impacting the Bridgetown port and fisheries marina, severely affecting fisherfolk and their boats, and damaging key coastal areas and infrastructure. The development objective of the Beryl Emergency Response and Recovery Project is to (i) restore targeted disaster-affected sectors, (ii) enhance climate-resilient infrastructure, and (iii) strengthen emergency preparedness and response capacity. A detailed description and implementation arrangements of the project are provided in Annex 1. To implement the project, Government is establishing a Project Execution and Coordination Unit (PECU) that will be hosted by the Ministry of Environment and National Beautification (MENB) and be led by a Project Manager.

After graduating in 1994, Barbados became eligible for International Bank for Reconstruction and Development (IBRD) financing again in 2024. Since 1994, the country has experienced high economic volatility and stalling development. In May 2024, the World Bank approved the request from the GoB to access IBRD financing considering: (i) the country’s vulnerabilities, which are exacerbated by the increasing frequency of climate-related disasters and global shocks; (ii) its lack of access to external capital markets on reasonable terms; and (iii) the need to strengthen key institutions for economic and social development. Between 1994 and 2024, Barbados received exceptional IBRD financing four times, twice for Investment Project Financing (IPF) projects and twice for Development Policy Financing projects. As a result, this Project is the first Barbados IPF loan since the last one closed in 2014.

**2. Scope of Services**

The position of Project Manager is a contracted, full-time staff position working on site at the PECU office in MENB and in the field. The Project Manager will report to the Permanent Secretary (PS), MENB and shall be responsible for the day-to-day management, coordination, and implementation of the Project.

The Project Manager will coordinate all Project activities and will liaise closely with the relevant line ministries, departments and agencies within the Government, the Bridgetown Port Inc. (BPI) and the World Bank project team. The Project Manager will organize and plan project implementation activities and will manage Project staff efforts related to procurement, financial management, environmental and social risk management, contract supervision, monitoring, evaluation and reporting and all other aspects of Project operations.

The Project Manager shall be responsible for ensuring that the participating entities—the Ministry of Finance, Economic Affairs and Investment (MFEI), the MENB, the Department of Emergency Management (DEM), and the BPI—are appropriately involved with project activities.

**3. Duties and responsibilities**

The Project Manager will be supported by PECU staff and MENB administrative personnel in coordinating and monitoring all aspects of Project implementation. Specifically, the Project Manager will be required to:

#### **(a) Comprehensive Project Management**

1. Manage the PECU team and oversee the overall project implementation to ensure adequate progress toward the Project Development Objective and key financial targets.
2. Plan and manage Project operations and develop strategic plans for project implementation to ensure that project activities are on schedule and within budget.
3. Prepare the project implementation and annual work plans in conjunction with the Project team.
4. Ensure that the annual Project budget and disbursement plans are prepared and approved in a timely manner and that planned versus actual variance analyses are conducted at minimum on a quarterly basis.
5. Organize and manage Project office operations, staff efforts and workload allocation.
6. Supervise Project staff, providing regular feedback and conducting periodic performance evaluations.
7. Advise and regularly report to the PS MENB on Project implementation activities and program plans and recommend project implementation strategies.
8. Manage Project activities and ensure timely reporting and preparation of project documentation as needed, particularly with respect to World Bank project reporting requirements and requests for World Bank “no objections.”
9. Manage and direct Project team efforts related to financial management, procurement, execution, and supervision of all project activities
10. Engage and coordinate appropriate line ministry and stakeholder support as needed to advance project objectives.
11. Liaise and coordinate with the World Bank project team on all technical and administrative aspects of the Project and participate in and support World Bank missions.
12. Perform other related duties as assigned by the PS MENB.

#### **(b) Fiduciary Management of Projects**

13. Ensure that the annual Project budget and disbursement plans are prepared and approved in a timely manner and that planned versus actual variance analyses are conducted at minimum on a quarterly basis.
14. Manage Project activities and ensure timely reporting and preparation of project documentation as needed, particularly with respect to World Bank project reporting requirements and requests for World Bank “no objections.”
15. Manage and direct Project team efforts related to financial management, procurement, execution, and supervision of all project activities

#### **(c) Monitoring and Evaluation**

16. Establish an internal reporting system for the Project, including the development of reporting formats, flows of information and data sourcing for specific monitoring, evaluation and reporting needs from ministries, departments, agencies and other relevant stakeholders.
17. Prepare regular project progress reports, including quarterly monitoring reports for submission to the World Bank, identifying potential implementation risks in achieving the PDO within the requisite time and actively proposing potential solutions
18. Manage the supervision of the technical consultants, including the development of Terms of Reference, the review and acceptance of reports and performance evaluations.

#### **(d) Representation, Communication, and Reporting**

19. Advise and regularly report to the PS MENB on Project implementation activities and program plans and recommend project implementation strategies.
20. Liaise and coordinate with the World Bank project team on all technical and administrative aspects of the Project and participate in and support World Bank missions.

21. Prepare regular project progress reports, including quarterly monitoring reports for submission to the World Bank, identifying potential implementation risks in achieving the PDO within the requisite time and actively proposing potential solutions
22. Represent the Project with respect to internal Government partners, external partners and the World Bank.
23. Supervise the development and execution of communications strategies to promote the Project's work and achievements.

#### **4. Qualifications and Experience**

Prospective candidates should have at minimum the following qualifications:

1. A master's degree in project, business or engineering management, economics or related discipline.
2. At least 12 years overall professional experience in management positions.
3. At least 5 years managing programs with Multilateral Development Banks and international donors such as the World Bank, Inter-American Development Bank, Caribbean Development Bank, European Union, in Barbados or in the Caribbean region, etc. Demonstrated experience with management of multidisciplinary programs, particularly with a strong engineering component.
4. Knowledge in the field of disaster risk management, climate change, urban development, coastal zone management, institutional strengthening, or related disciplines.
5. Demonstrated ability to develop project strategic and implementation plans, and annual budgets.
6. Demonstrated ability to identify issues and problems affecting implementation, generate solutions and choose appropriate alternatives using basic root cause analysis.
7. Good knowledge of procurement and financial management rules.
8. Strong interpersonal and organizational skills.
9. Demonstrated experience in projects in the Eastern Caribbean would be an asset.
10. Excellent report writing and presentation skills.
11. Analytical thinking, creative problem-solving skills and attention to detail.
12. Demonstrated proficiency in MS Office Suite.
13. Fluency in English.

#### **5. Reporting Requirements**

The Project Manager will report to the **PS MENB** and will be required to submit the following reports:

1. Quarterly progress reports
2. Annual Project Performance Reports
3. Mid-Term and Project Completion Reports
4. End of Assignment Report
5. Other reports as required

#### **6. Contract Duration**

The contract will be two (2) years in the first instance and would be subject to extension until the end of the project based on satisfactory performance.

#### **7. Remuneration**

Remuneration will be commensurate with qualifications and experience.

#### **8. Performance Evaluation**

The Project Manager will be subject to evaluation of performance based on the Performance Indicators listed in Annex 2.



## **ANNEX 1 – PROJECT DESCRIPTION**

The Beryl Emergency Response and Recovery Project is composed of four components:

**Component 1: Immediate Recovery from a Hurricane (\$43.5 million).** This component will finance key recovery activities for the affected sectors and will have three sub-components as described below:

### **Sub-Component 1.1: Recovery of the Fisheries Sector (US\$28.5 million).**

Financial assistance to repair and replace fishing vessels affected by Hurricane Beryl and propose a mechanism to compensate fisherfolks in the future (US\$10.55 million): The project will provide financial assistance to fisherfolk and related industry members impacted by the hurricane to repair or replace damaged fishing vessels and equipment. The financial support will have two windows: (1) grants to boat owners (up to US\$15,000) for 25 percent of the cost for repairs and (2) a combination of grants and loans for replacement of boats destroyed in the hurricane. The second window will be executed by a fiduciary agent. In addition, a concept for future sustainable support to fisherfolk affected by disasters, including insurance schemes, will be developed.

Rehabilitation of the marina and its coastal protection, as well as rehabilitation of landing facilities (US\$17.95 million): Rehabilitation of the Barbados Fisheries Marina, upgrading landing facilities, rehabilitating or building new coastal protection structures for priority landing sites, repair of fish markets at Oistins and Paynes Bay, and purchase of fish aggregating devices.

### **Sub-Component 1.2: Repair and rehabilitation of the Port (US\$7.5 million).**

1. Activities include immediate debris clearance and small civil engineering works to ensure the structural integrity of the port facilities.

### **Sub-Component 1.3: Coastal protection and rehabilitation of landing facilities for fisherfolk (US\$7.5 million).**

1. Six Men's Bay: Rehabilitation of the landing facility and coastal protection measures.
2. Paynes Bay: Coastal protection works for the road and rehabilitation of the beach area.

**Component 2: Strengthening resilience for future events (US\$5.5 million).** This component will finance activities to increase the resilience of Barbados by focusing on strengthening preparedness and response capacity of the National Emergency Management System (NEMS), as well as planning for resilient infrastructure for NEMS and BPI. This component will have two sub-components:

### **Sub-Component 2.1: Strengthening the Emergency Management Services (US\$1.75 million)**

Activities under this sub-component aim to strengthen the preparedness and response capacity of the Department of Emergency Management, and include:

1. Improvement of the DEM management information system;
2. Resource enhancement and capacity building at the national and sub-national levels to enhance preparedness and response capacity, including of the District Emergency Organizations (DEOs) at local level;
3. Implementation of priority recommendations from the recently concluded National Disaster Preparedness Baseline Assessment and the ongoing Comprehensive Disaster Management Assessment;
4. Development of a national emergency shelter strategy and associated management guidelines.

### **Sub-Component 2.2: Studies and Support for the Port and Fisheries Infrastructure Resilience (US\$3.75 million)**

Activities under this sub-component aim to build resilience to climate change and future catastrophic events of key infrastructure for the Bridgetown Port and the fisheries sector, as well as to foster economic development in the decades to come. Informed by the Government’s Vision Plan 2075 and the 2023 Port Masterplan, activities will develop climate-resilient feasibility studies and designs for a new fisheries port and development of the Bridgetown Port, which will include climate-smart and Build Back Better considerations. Activities include feasibility and/or market studies for a:

1. Transshipment hub connecting Latin America and Africa
2. Dry-dock facility
3. Enhancing local boat building and repair capacities
4. New fisheries port

**Component 3: Contingent Emergency Response Component (CERC).** A zero-dollar component will allow the Government to reallocate uncommitted funds from other components for immediate use during an eligible emergency.

**Component 4: Project management (US\$5 million).** Funds for project management, including hiring of experts/consultants on procurement, financial management, environmental and social safeguards, monitoring and evaluation, and communication, as well as audits and other incremental operating costs per World Bank regulations.

### **Implementation arrangements**

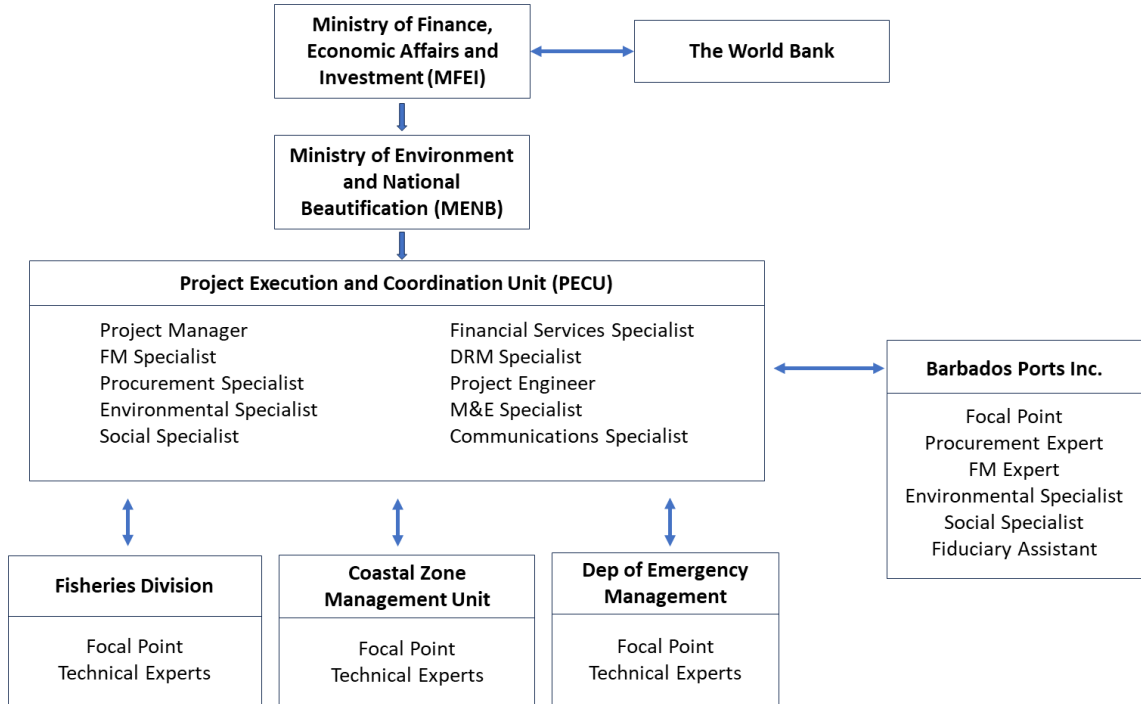
**The MFEI has designated the MENB as responsible for overall implementation through a dedicated PECU.** This includes project coordination, planning, and expertise provided by specialists in the following fields: E&S, procurement, fiduciary management, monitoring and evaluation, DRM, coastal engineering, financial services and communications. This decision was partly made because of the size and nature of the project activities supporting sectors within the MENB: FD and the Coastal Zone Management Unit (CZMU). PECU will also implement activities to strengthen DEM.

**While PECU will act as the apex coordination and implementing entity for the project, BPI—a commercial state-owned enterprise—will be responsible for ESS, procurement and financial management related to project activities it executes.** BPI will work closely with PECU and report on its project-related work to ensure PECU can fulfill its responsibility for overall project management, reporting, and M&E. Each FD, CZMU, DEM and BPI will assign focal points who will report to the PECU for project-related activities and provide all the necessary technical expertise to PECU to prepare and implement all activities. BPI will also assign the necessary technical experts to supervise the activities under its control. An FA will be contracted to provide financial support to fisherfolk through a package comprised of grants and loans that will be coordinated under PECU by a financial services specialist.

**The project implementation arrangements are illustrated in Figure 2.** PECU, which will be financed through component 4 of the project, will report to the MENB and be led by a project manager, who will supervise the core staff cited above. All project implementation arrangements, including PECU's organizational structure, the role and responsibilities of PECU in relation to BPI, and staff roles and responsibilities, will be detailed in the POM that the Borrower will adopt in form and substance satisfactory to the World Bank. Moreover, the FA's OM will complement POM as soon as it is finalized following the selection of the FA (see Annex 3). A subsidiary agreement (SA) to the loan agreement will be elaborated and will be signed by the MFEI and BPI and will be accounted as a disbursement condition. The Government will prepare and adopt the POM as a condition of project effectiveness. PECU staff are expected to be hired before the board meeting. Moreover, the Government has requested HEIS to increase PECU’s ESS capacity; this request is still under review by the World Bank. BPI will mainly rely on in-

house fiduciary expertise. BPI will recruit E&S specialists as well as a fiduciary assistant. The BPI team will coordinate its work with the PECU staff.

**Figure 2: Proposed implementation arrangements under the MENB through a dedicated PECU**



**ANNEX 2 –PERFORMANCE INDICATORS**  
**PROJECT MANAGER**

	Performance metric	Complied <sup>1</sup>	Rating <sup>2</sup>
1.1.	Submit quarterly briefs on implementation progress and challenges and related actions. <ul style="list-style-type: none"> <li>• Change in disbursement (total and by component);</li> <li>• # of items entered in STEP;</li> <li>• Progress toward Results Indicators</li> <li>• Bullet list of items prioritized for the given quarter and related progress/challenges (on track, delayed)</li> <li>• Status of Environmental and Social Standard compliance</li> <li>• Communication milestones (key events, products, etc.)</li> </ul>		
1.2.	Submission of quality semi-annual progress reports on time. (Due date is 45 days after the 6-month reporting period)		
1.3.	Consistent follow-up on agreed actions from implementation support meetings (at minimum monthly logs) with the WB		
1.4.	Implementation of Procurement Plan not less than 70%		
1.5.	Timely submission of financial reports		
1.6.	Timely submission of M&E framework updates		
1.7.	Number of contracts signed and under implementation		
1.8.	Annual disbursements rate of the project superior to 20%		

<sup>1</sup> Yes, No or N/A

<sup>2</sup> 5 - Outstanding, 4 – Good, 3 – Satisfactory, 2 – Moderately Satisfactory, 1 - Unsatisfactory