

# National Recovery Program Bureau

## TERMS OF REFERENCE

For

### Individual Consultant (12 months) - Time-Based

### **Project Manager – Housing Project**

#### **Background**

Following the devastation caused by Hurricane Irma and Hurricane Maria in September 2017, the Government of Sint Maarten embarked on a large-scale recovery and reconstruction program, based on the principle of building back better.

Since January 2018, the World Bank is assisting the Government of Sint Maarten. A significant part of Sint Maarten's ongoing recovery and reconstruction program is financed through a Trust Fund financed by the Netherlands, managed by the World Bank, and implemented by Sint Maarten.

To support the implementation of the Trust Fund, the Government of Sint Maarten established the National Recovery Program Bureau (NRPB), which serves as the Project Implementation Unit (PIU) for the Government of Sint Maarten.

#### **About the Project**

For many years, there has been a lack of affordable housing on Sint Maarten. The hurricanes Irma and Maria in 2017 destroyed many homes on the island and studies in 2019 listed the long waiting list for social housing and indicated shortcomings in the institutional framework and organizational capacity for social housing. To address this, the Steering Committee of the Trust Fund has earmarked 20 million United States Dollars for a Housing Project. In November 2022, Sint Maarten's social housing agency attained a plot of land to enable construction of social homes. The next step is to, together with the stakeholders, scope the housing project in such a way that it can be completed within the available time of the Trust Fund.

The current (draft) scope of the project is to:

- Help improve Sint Maarten's social housing agency entity into a more viable and financially sustainable agency.

- Increase the supply of social housing for rent by constructing homes for lower income households.
- Support the Government to address broader housing market challenges that hinder access to affordable housing from the private market.

## Role of the Project Manager – Housing

In the first year, the focus will be on project preparation, and providing preliminary technical assistance to the social housing agency. Simultaneously efforts will be undertaken to provide technical assistance on the topic of (social) housing policy to government (i.e., Ministry of Public Housing, Spatial Planning, Environment, and Infrastructure – VROMI).

In this phase, the Project Manager – Housing Project (hereinafter referred to as “Project Manager” or “The Consultant”) will work closely with, and report to, the Senior Program Manager (Technical) of the NRPB and may be supported by a housing sector specialist, a policy advisor seconded at Government, and a program advisor.

In the following phase of project implementation, the Project Manager will focus on the core project management responsibilities – managing the project in the construction or renovation phase as well as the team.

The Project Manager is responsible for overseeing the entire project cycle (preparation and implementation including coordination with stakeholders and closing.).

The Project Manager is supported in their function by the NRPB internal stakeholders (support teams), such as finance, procurement, safeguards, M&E, and communications.

## Functional Responsibilities of the Role

### 1. Project Preparation

- Prepare, perform and/or oversee technical, institutional, economic, environmental, and financial analysis in regard to the project.
- Technical assistance on the topic of (social) housing policy to government (ministry of VROMI).
- Ensure the development of the environmental social management framework, environmental assessments, and any environmental action plans.
- Liaise with the World Bank and provide input to their project preparation documents (notably: Project Concept Note, Project Information Document, Project Appraisal Document, Integrated Safeguards Data Sheet).
- Develop implementation plan(s), operations manuals, budgets, planning and relevant related compliance documents.
- Embed social and environmental safeguards measures into project life span (e.g., social and gender inclusion, environmental, OHS and economic aspects etc.).

- Manage the production of the required outputs, taking responsibility for overall progress and use of resources and initiating corrective action where necessary.
- Liaise with any external suppliers or contractors.
- Ensure the execution of contract management duties including supplier performance evaluation.
- Identify, and anticipate in a timely manner, potential risks and issues and advises mitigating measures to Senior Program Manager so that maximum benefit to partner(s) and other stakeholders is achieved.

## 2. Project Delivery and Performance

- Update implementation plan(s), operations manuals, budgets, planning and relevant related compliance documents.
- Ensure maintenance of the project files and lessons learned are recorded.
- Implement the approved plan (including the establishment of milestones) within tolerances set by the Program Manager.
- Ensure that quality of deliverables complies with the quality requirements defined in the Implementation Plan.
- Manage acceptance and delivery of work packages/activities.
- Monitor project progress ensuring that work packages/activities are being executed properly.
- Comply with all organizational policy and project related policies and manuals (e.g., operational manual)
- Manage budgets, cash flow and obligations to ensure that deliverables are met, and invoices are timely processed for payment following the established NRPB protocol.
- Manage expenditures against the budget (based on accurate financial reports provided by the NRPB Finance Team).
- For project closure purposes, provide a formal handover of the project to the closure manager.
- Support project audit activities, including planning, preparation and coordination during the audits and follow up on audit observations/recommendations.
- Chair evaluation committees.

## 3. Monitoring and Reporting (with the assistance of the NRPB M&E Specialist)

- Provides information and collaborates with the M&E Specialist in Monitoring and Reporting activities, on project performance

- Support the reporting obligations to the Prime Minister, the Council of Ministers, the Trust Fund Steering Committee, and the World Bank, as needed.
- Prepare and deliver presentations to external stakeholders when required.
- Regularly review project status, evaluating performance criteria (scope, cost, schedule, and quality).
- Ensure all project team members track and regularly update milestones and targets for the duration of projects' life span.
- Collaborate with the Communication Department in monitoring the effectiveness of project.

#### 4. Stakeholder Engagement

- Develop stakeholder profiles and facilitate the formulation of stakeholder engagement strategies.
- Coordinate stakeholder engagement and communication, ensuring effective timing and proper management of communications. Ensure stakeholders are aware of project activities, progress, exceptions and can accept handover outputs.

#### 5. Quality Assurance

- Work with internal stakeholders (NRPB support teams) to ensure projects meet internal fiduciary, safeguards and compliance and audit requirements.
- Work with procurement team to ensure effective interface with suppliers' quality systems.
- Coordinate quality reviews of project deliverables.
- Provide quality control for management outputs (project documents, reports, etc.).

#### 6. People Management

- Lead and motivate the project team.
- Ensure that behavioral expectations of team members are established.
- Ensure that performance reviews are conducted fairly, accurately, and timely.
- Encourage routine and effective capacity building activities are conducted to build the long-term and sustainable capacity of personnel where applicable.
- Select, recruit and train team as required and considering gender parity and diversity objectives.
- Manage safety and security for all project personnel.

Any other task related to this function that will promote the long term effective and cohesive conclusion of the recovery program.

The Project Manager shall regularly report on the progress of project implementation to the NRPB Senior Program Manager.

## **Contractual Arrangements**

The start date of the contract will be in April 2023 or soon thereafter. The contract duration will be 12 months, with an average up to 40 hours per week and will be renewable until project closure circa 2027. The successful candidate is expected to be based within Philipsburg, Sint Maarten, except where situations demand travel outside the project area.

The success of the Project Manager will be judged by the Senior Program Manager, based on the timely delivery of agreed upon deliverables within the contract, project components, and sub projects (as to be specified in the Grant Agreement and underlying documents).

## **Qualification Requirements**

### Minimum Requirements

- A bachelor's degree in (project) management, business, engineering, international development, or another relevant discipline. Combined with eight years' experience in Project Management of large infrastructure, social homes, development, or similar/related projects.

OR

- A master's degree in (project) management, business, engineering, international development, or another relevant discipline. Combined with four years' experience in Project Management of large infrastructure, social homes, development, or similar/related projects.
- Experience in project management, planning and analysis, preferably in large infrastructure related investment projects. This should include experience in managing construction/renovation projects and budgets involving external consultants and contractors. Relevant experience in preparation of technical documentation, ToRs and technical bidding specifications should also be evident. Candidate must have the technical acumen, with the ability to understand and speak to technical project plans and documents.
- Experience with providing hands-on technical assistance to develop organizations.
- Advanced proficiency in business English in speech and writing, including report writing.
- Computer literate, with high proficiency in computer software operations (Microsoft Word, Excel, Power-Point, SharePoint, and data-base management etc.).

- Experience using project management software, such as MS Projects.

### Preferred Experience

- PMI Certification, or PRINCE2 Practitioner Certification
- Experience in multidisciplinary, donor-funded projects.
- Experience leading residential or mixed-use construction, or renovation projects is an advantage.
- Experience with the preparation of briefings and reports for presentation to high-level/elected government officials.
- Experience in program design and execution in an international environment.
- Experience in applying environmental and social principles and methodologies.
- Experience in developing procurement strategies.
- Experience in risk management for construction projects
- Experience in managing diverse teams.
- Familiarity with World Bank procedures would be a significant advantage.
- Proficiency in Dutch in speech and writing is an advantage.

### **Strategic Competencies**

NRPB as an organization is committed not only to what we must achieve but also about how we are going to reach our objectives. Therefore, for this position we are looking for a profile that displays the following competencies:

#### Professional Acumen - Advanced Level

- Strong project management, time management and organizational skills with attention to detail.
- Ability to manage priorities and workflow with strong multi-tasking and problem-solving skills.
- Strong analytical skills: ability to analyze and enhance best practices, processes, and procedures to improve efficiency and effectiveness of project-wide operations.
- Strong Risk Management skills
- Strong budget management skills

### Looking at the bigger picture – Strategic outlook – Advanced Level

- Strategic thinking and strategic agility.
- Creates strategic alignments between cross-functional teams: Finance, Safeguards, procurement, legal, HR.
- Thinks critically and systematically about external trends and what they could mean for the project.

### Leading myself and others – Expert Level

- Acts as a positive role model contributing to the team spirit.
- Collaborates and supports the development of others.
- Calms self and others during stressful situations
- Acts as positive leadership role model, motivates, directs, and inspires others to succeed, utilizing appropriate leadership styles.

### Respect for diversity - Advanced Level

- Treats all individuals with respect.
- Responds sensitively to differences and encourages others to do the same.
- Understands subtle and complex diversity and inclusion issues as they relate specifically to marginalized groups.
- Knows and applies best practices in diversity and inclusion, strategies, systems, policies, etc.

### Successful Communication – Advanced Level

- Very strong verbal and written communication skills
- Strong presentation skills
- Communication indicates consideration for the feelings and needs of others.
- Actively listens and proactively shares knowledge.'
- Handles conflict effectively, by overcoming differences of opinion and finding common ground.

### Relationship Building, Consultation and Collaboration – Advanced Level

- Demonstrates understanding of the impact of own role on all stakeholders and always puts the end beneficiary first.
- Builds and maintains strong external relationships and is a competent partner for others
- Strong negotiation skills
- Strong leadership skills
- Strong coaching skills

### Courage and Integrity – Advanced Level

- Strong personal, professional, and behavioral integrity
- Upholds organizational and ethical norms.
- Maintains high standards of trustworthiness.
- Displays personal and professional courage.

### **How to Apply**

Interested consultants can send their CV in English by e-mail ONLY to [jobopportunity@nrpbasm.org](mailto:jobopportunity@nrpbasm.org).

In the subject line, please state, “Project Manager - Housing”. The CV should clearly present relevant experience to meet minimum requirements, preferred experience, and general competences as outlined in this terms of reference.

Applicants should ensure that their CV is received before Monday, March 27, 2023, at 23h00 AST. Any CVs received after this deadline may not be considered.

**\*\* Interested persons please note that the deadline has been extended to Monday, April 3, 2023, at 23h00 AST. \*\***

When applying, please consider the following requirements:

- Upon selection for an interview, applicants will be requested to produce evidence of the educational and professional qualifications pertaining to the minimum requirements. References may be asked for.
- Applicants may also be subject to satisfactory background checks.