

Support for the Health Systems Strengthening for the Prevention & Care Management of Non-Communicable Disease Program

TERMS OF REFERENCE

Project Lead – Public Health Clinic Construction and Rehabilitation

1. Background

- 1.1. The GOJ has received two loans from the Inter-American Development Bank (IDB) to support the HSSP. In addition, the GOJ has also been provided with an investment grant from the European Union (EU) to support the implementation of the Programme. The objective of the HSSP is to improve the health of Jamaica's population by enhancing comprehensive policies for the prevention of non-communicable diseases (NCD) risk factors and for the implementation of a chronic care model (CCM) with improved access to strengthened and integrated primary and hospital services networks that provide more efficient and higher-quality care.
- 1.2. The HSSP, is a hybrid Programme with a policy-based operation; a Programmatic policy-based loan series (PBP); and an investment loan. The PBP seeks to consolidate regulatory measures to address the preventable causes of NCDs and to reorient health systems to address prevention and control of NCDs through a people-centred, primary-health CCM. The investment loan will fund the improvement of physical infrastructure and medical equipment of Jamaica's health sector. Additionally, the investment component, in turn, will finance activities to consolidate integrated health networks and improve the management, quality and efficiency of health services. While the PBP will benefit the Jamaican population at large, the investment loan will have approximately 800,000 direct beneficiaries who reside in the catchment areas of the health services networks that will receive investments.
- 1.3. The MOHW redefined the scope of HSSP, requiring additional financial resources and an extension to the execution period. The initial Spanish Town Hospital (STH) plans within HSSP needed to be revised to meet the hospital services demands of the St. Catherine Parish population. Because of this, the MOHW decided to scale up the STH project, expanding its size and including new specialized medical and surgical services.
- 1.4. The gaps in ambulatory health services supply-demand, and the conditions of the health centres (HCs) prompted planning to build four new HC, expand four, rehabilitate two, and procure medical equipment for all ten (10) HC. There is also the need to enhance the HCs to include new services such as maternity and dental care and expand laboratories and pharmacies.
- 1.5. Considering the situation described earlier, on July 29, 2022, the GOJ expressed its commitment to proceed with reformulating the loan into two phases. Phase 1 is to focus on the rehabilitation, construction, and procurement of medical equipment for STH (Component 1 of the loan). While Component 2 of the loan, will comprise the implementation of the digital health platform in thirteen (13) facilities, introducing the CCM, and conducting the Jamaica Lifestyle Survey. As for the European Union (EU-CIF IGR) Climate Investment Fund Investment Grant (GRT/ER-17830-JA), the Phase 1 will involve the building of one (1) new HC and expanding two (2) HC, instead of the ten (10) HC originally planned.
- 1.6. The reformulation of HSSP will include supplementary financing provided by the GOJ to increase both the capacity of STH and three (3) HC in its area of coverage. The civil works in STH and the three (3) health centres have been significantly rescoped to strengthen: a) the supply capacity of the primary care services in the HC; b) the medical specialties; and c) the surgical capacity of STH. The rescoping of these facilities seek to satisfy existing unmet health services demand and consequently increase access to and improved quality of health care to the population of the Parish of St. Catherine. The total estimated cost for Phase 1 is US\$100.6 million, which is to be co-financed by GOJ, IDB and EU-CIF.

2. Loan Description

- 2.1. Objective. The general objective is to improve the health of Jamaica's population by strengthening comprehensive policies for preventing non-communicable diseases risk factors and improving access to an upgraded and integrated primary and secondary health network in prioritized areas.

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The specific development objectives continue as originally stated: (i) to provide more efficient and higher quality of care for patients with chronic non-communicable diseases; (ii) to improve access to an upgraded and integrated primary and secondary health network in prioritized areas with an emphasis on chronic disease management; and (iii) to strengthen comprehensive policies to prevent non-communicable disease risk factors.

- 2.2. Component 1. Organization and consolidation of integrated health services networks. This component will finance two subcomponents. Subcomponent 1.1 will fund the completion of design and costing for thirteen (13) facilities (three hospitals and ten clinics), upgrade and expansion of STH (1.10 and 1.25), purchase of medical and imaging equipment, construction supervision services, sewage works for all thirteen (13) facilities and implementation of a corrective and preventive maintenance Programme. The designs for the thirteen (13) facilities will incorporate measures for universal accessibility, resiliency, energy efficiency and the sewage studies. Subcomponent 1.2 will finance the construction of Old Harbour HC, expansion of St Jago Park HC, and Greater Portmore HC, and the procurement of medical and dental equipment for these three HC as well as an additional two Health Clinics.
- 2.3. Component 2. Improvement of management, quality, and efficiency of health services. This component will fund: (i) Subcomponent 2.1: (a) The CCM implementation in participating health services networks and preparatory work for change management, continuous quality improvement and social marketing for behavior change strategies and improve health services in thirteen (13) health facilities for patients with NCDs, including persons living with disabilities, and (b) implementation of the Fourth Jamaica Health and Lifestyle Survey; and (ii) Subcomponent 2.2: the digitalization of health care services that comprise: (a) the creation of a strong foundation for a digital health ecosystem, (b) the implementation of a sustainable Electronic Health Record platform, and (c) the implementation of telehealth, telemedicine, and tele mentoring services. It also involves implementing the communication and visibility plan including mHealth rollout and publicizing the EU-CIF contribution supporting HSSP.

3. Objective of Consultancy

The Project Lead will oversee the execution phase of the construction and renovation of the three (3) health centers. This role entails ensuring the projects' timely, cost-effective, and high-quality completion. The Project Lead will supervise and coordinate the activities of the site supervision firm and other contractors, ensuring compliance with design specifications, schedules, budgets and the relevant Environmental, Social, Health and Safety (ESHS) standards and the Works Contractors Code of Conduct requirements specified in the Works Contracts.

4. Specific Objectives

The specific objectives of the assignment are the following:

- Ensure that the Works Contractors implement the works at the three (3) health centers (Old Harbour, of St Jago Park and Greater Portmore) consistent with the terms and conditions of the Works Contracts related to time, cost, quantity, and quality.
- Ensure the compliance of the Works Contractors with all the specifications of the Works Contract, standard engineering practice, and MOHW's and IDB's environmental health and safety policies.
- Supervise the Construction Supervision Firm including the review of its proposals, reports, and invoices.
- With the technical assistance of the Construction Supervision Firm as well as other agencies/entities/consultants as may be required supervise the Works Contractors in the implementation of the Works Contracts at Old Harbour, St Jago Park and Greater Portmore, including but not limited to the following activities:
 - review of the Works Contractors proposals, reports and invoices related to construction progress.
 - Oversight of the Works Contractors operational procedures, personnel, equipment, and materials used in the Works.
 - Verification that the Works Contractors systems and equipment meet the required specifications.

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- Verify that the Works contractors' personnel meet the specified requirements.
- Supervision of all tests executed by the Works Contractors, the Construction Supervision Firm and any other firm.
- Verification that all building and supporting equipment installed by the Works Contractors are installed in accordance with the Works Contracts and the manufacturer's recommendations and instructions.
- Verification that the functional performance of the systems and equipment is in accordance with the Works Contract.
- Verification that the operation and maintenance manuals submitted for the MOHW are complete and that detailed Operational & Maintenance (O&M) data and submittals are specified.
- Verification of the Works Contractors compliance with ESHS, including the Code of Conduct.
- Verification of the functionality and operability of systems and equipment as per the manufacturers' specifications and requirements during the Defects Notification Period and issue a notice of Defect if necessary.
- Ensure that all final technical and post occupancy reports and tests have been completed and verified in accordance with the requirements of the Supervision Firm Contract and Works Contracts so as to facilitate final reception of the works by the Employer.

5. Scope of Work:

The Consultant's scope of works shall include the following activities which shall be carried out with the technical advice and assistance of the Construction Supervision Firm and/or any other agency/entity/consultant as may be deemed appropriate by the Employer.

The Project Lead should perform all the activities established in the Request for Proposal Consulting Services for the Supervision of Works and the Request for Bids (RFB) Bidding Document for the Procurement of Works at (3) Health Centres in St. Catherine Parish –St. Jago Park, Greater Portmore & Old Harbour.

5.1. Project Oversight

- Review Supervision firm signed contract and Construction Works signed contracts for each facility.
- Ensure that all works comply with the agreed schedule and budget, quantity and quality, terms and conditions of the contracts, standard engineering practice, and MOHW's and IDB's construction and environmental safeguards policies and procedures.
- In consultation with the Project Manager and Supervision Firm issue site instructions to the Contractor which may be necessary for the execution of the Works, all in accordance with the Works Contract.
- Monitor and ensure that the infrastructure projects are completed within the agreed-upon time, scope, and budget.
- Oversee the daily operations of the site supervision firm and ensure that all works comply with the required standards and design specifications.
- Identify hazards comprising procedural risks, environmental risks, technical and quality risks, risk of cost overrun, risk of delays, risk to third parties, etc. Assess the likelihood of these risks and the potential consequences. Identify possible mitigation measures and proactively and continuously seek to manage and reduce/eliminate hazards/risks.
- Conduct regular site visits (at least twice a week per site) to assess the progress of work, quality of construction, and adherence to safety standards.
- Ensure that the work being executed is in accordance with the approved designs and technical specifications.
- Ensure that the personnel of the Contractor act professionally and safely.
- Review all deliverables submitted by supervision firm, verifying compliance with requirements included in the Supervision Firm ToRs. The reports include:

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- Inception Report, including the Supervision Works Plan and the Commissioning and Verification Plan.
- Monthly Progress Reports, for each facility.
- Project Completion Report, for each facility.
- Half Defects Notification Period Report, for each facility.
- Final Post Occupancy Report, for each facility.
- Any additional ad hoc reports requested by the Project Manager to the supervision firm.
- Review the contractor's requests for issuing the Certificate of Completion of the Works.

5.1.1. Project Monitoring & Reporting:

- Use project management tools and software to track the project's progress, schedule adherence, and budgetary performance.
- Review the initial programme and each revised programme submitted by the Contractor
- Closely monitor and supervise the progress of projects/works and provide status reports, conduct risk assessments, propose remedial action as required and monitor budget expenditure in collaboration with Supervision Firm.
- Advise MOHW/PEU on compliance by the Contractor with respect to sub-contracting, as specified in the Works Contract.
- Review and approve Monthly Supervision Plan submitted by the Supervision Firm.
- Verify Supervision Firm adherence to the Monthly Supervision Plan, including completion with minimum hours requested on site.
- Verify that all Professionals of the Construction Supervision Team comply with at least the hours and visits indicated in the Supervision Firm Contract.
- Review the contractor's progress reports, including material deliveries, labor force data, and construction milestones, considering the Construction Supervision form on those subjects.
- Review the information and technical reports submitted by the Construction Supervision Firm concerning the compliance of the Works Contractor with the Works Contract and about any breaches incurred by the Works Contractor, as stipulated in the Works Contract, and deliver to the Works Contractor the needed instructions and the information to the Employer, so that if it is applicable, it can initiate procedures for the application of any withholdings or fines that correspond in accordance with the provisions of the Works Contract
- Evaluate the contractor's work and recommend adjustments or corrective actions where necessary, with the advice of the Supervision Firm.
- Report on project status, identifying risks, delays, and potential cost overruns to the Project Manager.
- Check the provision of all necessary insurance, performance securities and warranties and other relevant contract documentation.
- Review and approve practical procedures developed by the Works Contractor for giving notice for any examination which may be required before the Contractor can cover up or put out of view any part of the Works. In accordance with such procedures, examine where appropriate and check any part of the Works which is about to be covered or put out of view; notify and advise MOHW/ PEU if any material defects are discovered and monitor the remedying of same.
- In the event of termination, provide advice to the Project Manager and assistance in connection with the departure of the Contractor from the site and the assignment of the benefit of any agreement for the supply of goods, materials, services and/or execution of any works. As soon as may be practicable after the entry into force of termination by MOHW/PEU in accordance with the Works Contract, adopt the procedures and conditions stipulated in the GCC.
- Review all deliverables submitted by supervision firm, verifying compliance with requirements included in the Supervision Firm ToRs. The reports include:
 - Inception Report, including the Supervision Works Plan and the Commissioning and Verification Plan.
 - Monthly Proposal
 - Monthly Progress Reports, for each facility.
 - Project Completion Report, for each facility.

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- Any additional ad hoc reports requested by the Project Manager to the supervision firm.

5.1.2. Coordination & Communication:

- Serve as the primary point of contact between the site supervision firm and the Project Manager.
- Liaise with stakeholders, including local authorities, the client, contractors, and the design team.
- Liaise with the Social and Environmental Specialist to develop and monitor social and environmental plans for these facilities during construction.
- Facilitate and lead coordination meetings between the contractor, site supervision team, and other relevant parties to ensure effective communication and timely problem resolution.
- Convene formal monthly meetings with Project participants and other relevant parties. These meetings must have a formal agenda and minutes.

5.1.3. Quality Assurance:

- Carry out necessary oversight to ensure that the Contractors maintain an effective and sufficient quality assurance procedure for the Works and monitor its operation.
- Through oversight of the Works Contractor operations, or through on-site inspection, determine if any materials or plant are, or are likely to be, defective or otherwise not in accordance with the Works Contract, and reject such materials or plant.
- Notify MOHW/ PEU if there is any failure of tests or inspection and if such failure is anticipated to cause delay to the completion date or other material adverse consequence; advise on further tests required and arrange that the Contractor carry out necessary rectification.
- Request the Works Contractor to make available for review copies of all test results within a reasonable time of the test being carried out.
- Ensure that all works completed are of the highest quality, according to design specifications and industry standards.
- Supervise and monitor all testing and commissioning of building systems and equipment to ensure they meet performance criteria.

5.1.4. Documentation & Change Management:

- Ensure that any changes to the design or construction plan are documented, approved, and communicated to all relevant parties.
- Maintain accurate records of instructions, design changes, and any other significant project variations.

5.1.5. Financial Management:

- Review and verify the contractor's progress for payment certification.
- Review the technical reports
- Review the Contractor's monthly report of the estimated value of the work executed considering the report submitted by the Construction Supervision Firm, regarding:
 - the quantities of works actually executed by the Works Contractor,
 - compliance with the technical and quality specifications of the materials and construction processes, and
 - the physical-financial progress of the Works.
- checking Contractor's monthly report and certifying the amount to be paid to the Contractor.
- Advise and recommend payments to the immediate supervisor based on the work completed and verified progress.
- Ensure that all works are delivered within the approved financial scope of the project.

5.1.6. Deliverables:

- Weekly and monthly progress reports on the status of the construction, highlighting key issues, risks, and recommended mitigation measures.
- Verified and certified payment recommendations for the contractor.

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- Quality assurance reports and test results from the equipment and building commissioning.
- Documented change orders and site instructions.

5.2. During the Defects Notification Period

- During all the DNP: review the operation and maintenance of all the equipment commissioned and verify that the functional performance of all the facilities is in accordance with the Contract.
- On-Site Review: 6 months after Date of Completion conduct on-site review that includes:
 - Review the current facility operation and condition of outstanding issues related to the original and seasonal commissioning.
 - Interview staff to identify problems or concerns they might have during the operation of the facility as originally intended.
 - Make suggestions for improvements and for recording these changes in the O&M manuals.
 - Identify areas of concern that are still under warranty or are the responsibility of the Works Contractor.
 - Assist facility staff in developing reports, documents, and requests for services to remedy outstanding problems.
- On site Review: before the end of the Defects Notification Period conduct on-site review with the Construction Supervision Firm and MOHW's staff, that includes sections (i) to (v) of the activity above.
- Review all deliverables submitted by supervision firm, verifying compliance with requirements included in the Supervision Firm ToRs. The reports include:
 - Half Defects Notification Period Report, for each facility.
 - Final Post Occupancy Report, for each facility.

5.3. Environmental Safety and Health System (ESHS)

- The Consultant is expected to provide oversight with respect to the activities of the Contractor related to environmental health and safety which are summarized below:
- Review and approve the Works Contractor's Environment and Social Management Plan (C-ESMP), including all updates and revisions (not less than once every 6 months).
- Review and approve ESHS provisions of method statements, implementation plans, GBV/SEA prevention and response action plan, drawings, proposals, schedules, and all relevant Works Contractor's documents.
- Review and consider the ESHS risks and impacts of any design change proposal and advise if there are implications for compliance with ESIA, ESMP, consent/permits and other relevant project requirements.
- Undertake audits, supervisions and/or inspections of any sites where the Works Contractor is undertaking activities related to the Works, to verify the Works Contractor's compliance with ESHS requirements including its GBV/SEA obligations, with and without Works Contractor and/or Employer relevant representatives, as necessary, but not less than once per month.
- Undertake audits and inspections of Works Contractor's accident logs, community liaison records, monitoring findings and other ESHS related documentation, as necessary, to confirm the Works Contractor's compliance with ESHS requirements.
- Agree remedial action/s and their timeframe for implementation in the event of a noncompliance with the Works Contractor's ESHS obligations.
- Ensure appropriate representation at relevant meetings including site meetings, and progress meetings to discuss and agree appropriate actions to ensure compliance with ESHS obligations.
- Verify that the Works Contractor's actual reporting (content and timeliness) is in accordance with the Works Contractor's contractual obligations.
- Review and critique, in a timely manner, the Works Contractor's ESHS documentation (including regular reports and incident reports) regarding the accuracy and efficacy of the documentation.
- Undertake liaison periodically and as necessary, with project stakeholders to identify and discuss any actual or potential ESHS issues and challenges.
- Establish and maintain a grievance redress mechanism including types of grievances to be recorded and how to protect confidentiality e.g. of those reporting allegations of GBV/SEA.

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- Ensure any GBV/SEA instances and complaints that come to the attention of the Consultant are registered in the grievance redress mechanism.

6. Qualifications & Experience:

- Degree in Civil Engineering, Construction Management, Architecture, or a related field.
- Minimum five (5) years of experience in project management, specifically in infrastructure and health sector projects.
- Proven experience in monitoring and supervising construction works, including managing contractors and site teams.
- Proficiency in project management tools and software.
- Strong understanding of quality control, safety regulations, and financial management in construction projects.

7. Key Skills:

- Excellent leadership and communication skills.
- Strong analytical and problem-solving abilities.
- Ability to work under pressure and meet deadlines.
- Attention to detail and high level of organizational skills.

8. Location:

- All facilities are located in St. Catherine.
 - Old Harbour Health Center, Lot 5 Marlie Avenue, Old Harbour, St. Catherine
 - Greater Portmore Health Center, 5W Greater Portmore Health Center, Braeton P.O., St. Catherine
 - St. Jago Park, Health Center, Burke Road, Spanish Town, St. Catherine

9. Terms & Conditions:

- **Travel:** - Consultant will be responsible for all travel to and from all the construction sites listed in paragraph 8
- **Project:**
Construction and renovation of St. Jago Park Health Center, Greater Portmore Health Center, and Old Harbour Health Center in St. Catherine
- **Contract** **Period:**
Two (2) years, with the possibility of extension if successfully completing the annual Performance Evaluation over the period. Successful completion of Performance Evaluation is determined by the officer obtaining an average performance score of over 80%.
- **Reporting Line:**
 - Reports to: Component 1 Project Manager
 - Supervises: Site Supervision Firm and Main Contractor

Additionally, the Consultant should consider and use as reference where appropriate, the following documents:

- Jamaica National Building Code;
- Energy Efficient/Green Building design practices; and
- Relevant Parish Council Specifications.
- EDGE Green Building Certification
- IFC 2018
- Jamaica Fire Brigade
- EIA Report – Old Harbor Health Centre
- EIA Report - Greater Portmore Health Centre
- EIA Report – St. Jago Park Health Center
- ESMP Report St. Catherine Health Facilities (Report date-May 29, 2023)

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- ESA Report St. Catherine Health Facilities (Report date-May 29, 2023)
- SEP Report St. Catherine Health Facilities (Report date-March 10, 2023)
- Ministry of Health Standard Draft -Aug-2011
- Guidelines for the Construction and Maintenance of Health Care Facilities in - Draft Guidelines

INDICATIVE ORGANIZATION CHART
CONSTRUCTION MANAGEMENT -ST. CATHERINE HEALTH CENTRES

