



Ministry of Finance & the Public Service



Strategic Public Sector
Transformation Project

STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT

TERMS OF REFERENCE

FOR

FIRM TO DEVELOP FULL PROJECT

PROPOSAL/BUSINESS CASE FOR THE

RESTORATION, RECONSTRUCTION AND ADAPTIVE

REUSE OF THE OLD NAVAL HOSPITAL & PARK.

BACKGROUND

The Jamaica National Heritage Trust (JNHT) is a Statutory Body established Under the Jamaica National Heritage Trust Act of 1985 (*formerly Jamaica National Trust Commission Act of 1958*).

The JNHT at the time of establishment was mandated to do the following:

- promote the preservation of national monuments and anything designated as protected national heritage for the benefit of the Island
- To conduct such research as it thinks necessary or desirable for the purposes of the performance of its functions
- To carry out such development as it considers necessary for the preservation of any national monuments or anything designated as protected national heritage
- To record any precious objects or works of art to be preserved and to identify and record any species of botanical or animal life to be protected.

The Historic Naval Hospital was built around 1818 on the foundations of an earlier hospital erected in 1743 and destroyed by fire in 1812. It is an early example of the use of prefabricated and cast iron in construction. It was designed by naval architects and constructed using the labour of enslaved Africans. The prefabricated cast iron units were imported from Sheffield, England and the bricks were made from local clay. Outbuildings included kitchens, staff quarters, isolation ward, mortuary and a storeroom.

The development of Port Royal and the Old Naval Hospital is being planned in the context of Jamaica's multi-cultural identity and the opportunities it presents for present and future generations. The preservation and celebration of our tangible and intangible cultural heritage is key to protecting and honoring our roots as a people. Built environments such as the Old Naval Hospital and the Sunken City which lies immediately south of the said Old Naval Hospital are prime candidates for this initiative.

As outlined in a project concept submitted to the PIMSEC in November 2016, the Jamaica National Heritage Trust (JNHT) proposed the restoration of the Old Naval Hospital (ONH) to be marketed as one of the main heritage tourism attractions to be visited in Port Royal.

The project, when fully developed and executed (Phase 3), will boast museums, archaeological activities, eateries, family activities to include interactive tours, and other first world influences aimed at making the location a successful and profitable visitor friendly experience.

At a meeting of the Public Investment Management Committee (PIMC) held on January 20, 2017, the project concept submitted was approved and authorization given for it to be further developed into a full proposal representing the second phase of the project.

The full proposal/business case is expected to, among other things, address:

- a) Revenue and recurrent expenditure projections arising from the operation of the renovated facilities – reflected in the findings of the business case.
- b) The refinement of estimates of the project’s capital costs, including foreign exchange requirements.
- c) The scope of work to be deferred to Phase 3 and the implications (if any) for revenue generation upon completion of Phase 2 of the project.
- d) Refinement of project timelines, including identification of milestones
- e) Indication of expected sources of funding.
- f) The outcome of the environmental impact assessment, an environmental risk assessment as well as an assessment of climate change hazard exposure, vulnerability & risk assessment, as well as risk management strategies
- g) Measures being undertaken to secure World Heritage Site status for the Old Naval Hospital.

STRATEGIC PUBLIC SECTOR TRANSFORMATION PROJECT (SPSTP)

This is a project that is financed through a loan from the World Bank and is being implemented by the Ministry of Finance and the Public Service (MOFPS). The Project Development Objective (PDO) is to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for private sector growth. The project has six (6) main components:

Component I. Strengthening the Public Investment Management System (PIMS)

Component II. Strengthening the Budget Preparation Process and Results Based Budgeting (RBB)

Component III. Adaptive Public Sector Approaches to Promote Fiscal Sustainability

Component IV. Modernizing of the Accountant General’s Department.

Component V. Fostering Industrial Growth and Trade Facilitation

Component VI. Project Management

Executing Agency and Beneficiary: The executing agency is the Ministry of Finance and the Public Service (MOFPS) and is also the main beneficiary of many of the activities proposed by the Loan. The Project Implementation Unit (PIU) has been established within the MOFPS and is responsible for implementing the project. Institutional arrangements have been designed and an implementation support plan is in place to ensure that, if capacity problems arise, these will be addressed promptly. MOFPS will coordinate activities across other beneficiaries of the Project which are mainly executive agencies and divisions spread across Ministries. This assignment is being supported under Component I of the SPSTP.

OBJECTIVES

To secure the services of a qualified and experienced consulting firm to develop a full project proposal to include a solid business case for the restoration, reconstruction and adaptive reuse of the Old Naval Hospital and Park.

The proposal will be developed in keeping with the PIMSEC's guidelines and will aid in developing a clear understanding of the requirements, scope, designs, costs and general standards, for its restoration, reconstruction & adaptive use.

The proposal will address issues such as the most appropriate, sustainable and environmentally friendly approaches to financing, management and operation of the Old Naval Hospital while reaping maximum benefits to all key stakeholders.

At the end of the project, JNHT will have a full proposal document which will guide the Trust on the best way forward to achieve the goals set out in the concept.

SCOPE OF WORK

- a) To prepare and submit a preliminary site visit report and work plan to the JNHT prior to commencement of any other activity
- b) To maintain the integrity and authenticity of the buildings and structures as historically relevant pieces of History.
- c) To plan the rehabilitation of the site for adaptive re-use to accommodate archaeological displays, restaurants, family activities to include interactive tours, and other first world influences aimed at making the location a successful and profitable visitor friendly experience.
- d) Provide and monitor the professional services required to plan, design, develop design concepts and provide detailed drawings for the Old Naval Hospital with a focus on maximizing its potential as a world class facility:
- e) Prepare detailed working drawings to support the designs for the restoration, construction and, or adaptive re-use of the buildings, structures and features

- f) Make recommendation for the upgrading of all supporting infrastructure and amenities
- g) Identification and recommendation of building materials for design
- h) Undertake calculations and recommend solutions for design and construction challenges as it relates to the historic design and selection/usage of materials
- i) Develop pricing estimates and detailed Bills of Quantities for the proposed works
- j) To liaise with the contracted project team for the duration of the consultancy
- k) To outline the capital expenditure required to plan and execute the works identified in the designs and working drawings
- l) Prepare draft Project Proposal/business case of Phase 2 of the renovation of the Old Naval Hospital and surrounding facilities, in keeping with PIMSec's project preparation /business case guidelines.
- m) Prepare other documentation to facilitate the JNHT's submissions for all statutory endorsements/approvals in a format that is consistent with PIMSec and other statutory agency's requirements.
- n) The Consultants will prepare a final project proposal/business case for phase 2 of the ONH renovation and operation, in keeping with the PIMSec guidelines.

METHODOLOGY

JNHT and the project team will employ an all-inclusive approach towards achieving the goals of the project. Positive community relations is a major component in achieving project completion, especially in areas that are preserved for natural heritage and therefore the consultant must embrace the following to achieve the objectives:

- a) Development of facilities must be in keeping with statutory approvals and requirements while considering public perception and expectations
- b) Concept development must be in keeping with concerns of declaration and specific preservation scheme for the sites as per the JNHT Act of 1985
- c) Evaluate risk and impact on environment and concerns of the surrounding communities to facilitate development of the selected properties.

DELIVERABLES, TIMELINES & PAYMENT PLAN

#	Main Deliverables	Deliverable Dates	Payment (% of Contract)
1	Site Visit Report & Work Plan & Schedule	2 weeks after signing of contract	10
2	Preliminary Design/Schematic Designs & Preliminary Estimates	8 weeks after signing of contract	10
3	Environmental Impact Assessment	15 weeks after signing of contract	15
4	Working Drawings & Bill of Quantities	22 weeks after	25

		signing of contract	
5	Draft Project Proposal/ Business Case & PIMSec Project Proposal Summary	26 weeks after signing of Contract	25
6	Final Project Proposal & PIMSec Project proposal Summary	30 weeks after signing of contract	10
7	Tender & Outsourcing Documents	34 weeks after signing of contract	5
			100

SIGN-OFF PROCEDURES AND REPORTING RELATIONSHIP

The consulting firm will report to the Director of Project Management and Implementation. The deliverables will be reviewed by the Heritage Development and Review Committee (HDRC) of the Jamaica National Heritage Trust which is chaired by a member of the Board of Trustees (Heritage Architect) and comprises the Executive Director, Legal Officer, Director of Project Management and Implementation and the Director of Estate Management.

The Ministry of Finance & the Public Service through the Project Implementation Unit (PIU) will make payments directly to the consultants once PIMSec is provided with proper documentation from the Jamaica National Heritage Trust (JNHT) confirming that the work was satisfactorily completed.

CHARACTERISTICS OF THE CONSULTANCY

- *Type of consultancy:* A single **Firm** that spearheads the entire project team of consultants in their respective disciplines
- *Consultancy period:* The expected duration of the consultancy is nine (9) months between signing of the contract and satisfactory completion of all deliverables
- *Place of Work:* The Old Naval Hospital-Port Royal and the provided and proven business address of the lead firm
- *Type of Contract:* Fixed Price contract.
- *Payments:* The Project Implementation Unit (PIU) of the Ministry of Finance and the Public Service will make payments directly to the consultants.

CONDITIONS

- All project material belongs to the JNHT and shall be handled in a confidential manner throughout the lifetime of the project. The consultant is therefore required to sign a non-disclosure agreement
- **Mandatory bi-weekly** meetings will be held to monitor the project's progress
- Contract performance will be measured and deemed satisfactory when the deliverables are completed on time and approval is granted by the HDRC
- All reimbursable components, i.e. travelling, housing, food, and all other usual reimbursables are to be discussed in the mandatory bi-weekly meetings prior to billing

QUALIFICATION

To effectively undertake the preparation of the technical design and planning, a consultant with the following qualification, experience and personnel is required:

Qualifications/ Experience of the Consultancy Firm:

- At least ten years' experience in developing and successfully completing architectural and engineering designs and drawings for relevant/comparable projects.
- Consultants with experience and expertise in restoration and adaptive reuse of historical, archaeological and environmentally sensitive sites, including heritage tourism facilities will have a distinct advantage
- Consultants that have demonstrated simultaneous management of multiple sub-contractors will also have a distinct advantage.
- Consultants may be local or international

Qualifications of required key personnel:

No.	Main Professional Fees	Years of Experience	Specific Experience/ Registration
1	Project Manager	10	Master's Degree or Certification in Project Management. Experience in Heritage Tourism and Heritage Sites would be an asset. Proven experience will be considered
2	Senior Architect	15	Master's Degree in Architecture. Experience in designing heritage and tourism facilities, urban planning, local development standards and NEPA requirements. (R.A. and JIA)
3	Architect/ Planner	10	Master's Degree in Architecture/Urban Planning. Experience in planning tourism facilities and leisure resorts, urban planning, local development standards and NEPA requirements
4	Civil/Structural Engineer	15	Master's Degree in Structural/Civil Engineering. Experience in designing and rehabilitating heritage and tourism facilities with emphases on structural prefabricated cast iron. Registration with PERB
5	MEP Engineer	15	Master's Degree in Electrical/Mechanical Engineering experience in designing mechanical, electrical and plumbing solutions for heritage and tourism facilities Registration with PERB
6	Architectural Technician, #2	5	Bachelor's Degree in Architecture. Experience doing detailed construction drawings as advised by senior architects and engineers. Experience using architectural design and presentation software

No.	Main Professional Fees	Years of Experience	Specific Experience/ Registration
7	Quantity Surveyor	15	Bachelor's Degree in Quantity Surveying. Experience pricing for heritage buildings. An active member of the Jamaica Institute of Quantity Surveyors (JIQS) or the Royal Institute of Chartered Surveyors (RICS)
8	Development Economist / Management Consultant	10	Master's Degree in Development Economics, Business Administration, or related subject. Specialized training and experience in project development, appraisal and or management (5 years)
9	Business Plan Consultant / marketing and branding Professionals	10	Master's Degree in Entrepreneurship, Entertainment and Culture Entrepreneurship Management, Business Development or other related discipline. Brand Management Experience in business development for multiple clients and products, a Bachelor's degree will be considered if relevant work experience is demonstrated

EVALUATION CRITERIA OF CONSULTANCY FIRM

	EVALUATION CRITERIA	WEIGHT (%)
1	Experience of the firm in designing and refurbishing historical structures in environmentally sensitive areas	20
2	Composition of team and qualification of the key expertise required.	25
3	Does the Consultancy firm have experience with local or Caribbean projects of a comparable nature?	15
4	Specific experience in the design and restoration of historical, heritage & tourism facilities	20
5	Demonstrated understanding of the Terms of Reference	10
6	Synergy factor – one or more teammates have worked alongside the consultant on projects in the past	10
7	TOTAL	100