



Government of Saint Lucia

Department of Economic Development, Transport and Civil Aviation



Disaster Vulnerability Reduction Project

TERMS OF REFERENCE

FOR CONSULTING SERVICES

CONSTRUCTION MANAGEMENT AND SUPERVISION FOR THE

CONSTRUCTION OF DENNERY POLYCLINIC

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1) Background

Saint Lucia is exposed to a range of natural hazards, particularly weather-related phenomena such as hurricanes, winds, storm surges, and heavy rainfalls which leads to flooding and landslides. In addition, climate change related impacts are expected to intensify precipitation patterns, thereby generating more extreme storms, hurricanes, floods and rises in sea- level. These extreme natural events can cause considerable destruction to the island's infrastructure, social and economic sectors as they typically devastate coastal and low-lying areas, which are the areas where the majority of the island's population and main commercial activities are situated. Such disasters can impose exorbitant costs on the country's fragile economy and thus exacerbate poverty levels.

The Government of Saint Lucia (GOSL) has obtained assistance from the World Bank towards the financing of the Disaster Vulnerability Reduction Project (DVRP). The Disaster Vulnerability Reduction Project aims to measurably reduce the Country's vulnerability to natural hazards and climate change impacts, and includes various activities related to institutional strengthening and training as well as the execution of various civil works to improve the resilience, preparedness, and response capacity of Saint Lucia to natural hazards.

The DVRP is implemented by the Department of Economic Development, Transport and Civil Aviation through the Project Coordination Unit (PCU) while the Department of Health and Wellness (DOH), is the Beneficiary Agency and the Department of Infrastructure, Ports and Energy (DIPE) shall be the technical Implementation Agency assisting the DEDTCA with supervision of the works.

One of the components of the Project is prevention and adaptation investments (rehabilitation of existing and construction of new infrastructures and new construction of disaster mitigation structures). To this end, the New Denney Polyclinic is one such facility that has been identified to be constructed. This facility is expected to serve as a dedicated respiratory clinic with a view to increase health care to address the impact of the COVID-19 pandemic. The DEDTCA is responsible for coordinating and managing this contract for the execution of the proposed works at the Denney Polyclinic.

2) Denney Polyclinic

In 2005, the Department of Health and Wellness conducted a review of the health services delivery system, which included a focus on both the infrastructure and the services needs throughout the island. The resulting National Strategic Plan Summary document and the detailed technical documents Volume 4 and 5, outline how services are rationalized throughout the island network of services. The strategic plan aimed to increase access to an appropriate level of care along a continuum of services, and to ensure that no one is denied access to an essential package of services. An Environmental Impact Assessment (EIA) was prepared for the construction of the Denney Polyclinic in 2011 and is available at the following website address: www.finance.gov.lc

As a result of the planning and rationalization exercise, the New Dennery Polyclinic was prioritized for construction. The preparation of detailed designs for bidding of the works was completed in 2016 and the contract was awarded to Trayvis Eurl, of Martinique for a sum of XCD13,742,982.07. The site was handed over to the Contractor on March 14, 2018 with a planned completion date of September 14, 2019. On August 2018 the Employer made a decision to suspend the works to allow for sufficient time to provide responses / clarification to requests for information sought by the Contractor. These RFIs were primarily to address the structural designs to ensure that seismic factors had been incorporated into the designs. This process led to revised / enhanced designs after months of review and iteration of the designs. At suspension of the works the Contractor has completed approximately XCD500,000 worth of works. The Contract for the works was eventually terminated by the Employer on November 24, 2020. The existing works would require as initial step demolitions, grubbing of the site, and partial re-grading by the contractor.

3) Objectives of the Assignment

1. General Objectives

The DEDTCA intends to re-start the works and seeks to engage a consulting firm to provide contract management and supervision services for the construction of the Dennery Polyclinic to ensure: a) quality in delivery of the works contract, b) compliance by the selected contractor to the works contract and, c) certification of all works for the proposed construction of the New Dennery Polyclinic.

2. Specific Objectives

The specific objectives of the assignment require the Consultant to provide contract management and supervision services during the construction period, to ensure compliance of the executed works to the contract documents, verify and report ESHS (environmental, social, health and safety) requirements, certify claims against works executed, and to review the quality of the executed works thereby ensuring that the new polyclinic is constructed to deliver effective health care services to clients in Dennery and its environs. The Consulting firm shall ensure that the buildings are constructed in accordance with the contract document including the architectural and engineering drawings and specifications.

Given that St Lucia is in an area that is very susceptible to hurricanes and is also in an active seismic zone, the Consultants must ensure that the contractor follows the structural drawings and specifications in order that the buildings are resilient and capable of withstanding natural hazards such as hurricanes and earthquakes as well as the impacts of climate change.

4) Scope of Services

3. General Services

The Consultant shall perform all of the services hereafter described as expeditiously and with the highest professional skills and care to ensure that the works are carried out in accordance with the contract drawings and specifications, on time, within the contract amount and to the specified standards. During all stages of the services the Consultant shall make all efforts to maintain full coordination with the Client and the beneficiary agency to ensure a common understanding on the requirements of the assignment and as such shall designate appropriate personnel to serve as liaison.

4. Specific Scope of Services

The consultancy shall include construction management and supervision services during the construction period. These services will be carried out under a standard World Bank time-based contract. The Consultant shall be employed on a fixed cost per month payment contract and should take this into consideration when calculating cost estimates, list of personnel and schedule of rates for performing the services. Payments shall be made on the basis of a fixed monthly rate and the actual period undertaken for construction. The Consultants will be responsible for ensuring that the construction of the facilities is completed within the agreed cost limits.

Construction Management and Supervision Services:

The Consultant shall provide construction management, supervision services and will be responsible for the contract administration and management including quality assurance and certification of claims submitted by the Contractor in accordance with the works contract document as agreed upon with the contractor. The consultant shall also ensure that the ESHS (environmental, social, health and safety) requirements are built into the bidding documents and contracts, including the ESMP and other relevant information.

5) General Responsibilities and Duties

The Consultant will be required to provide consultancy services to the Department of Economic Development, Transport and Civil Aviation for the contract administration and supervision services during the execution of works to ensure that the Polyclinic is constructed using the appropriate construction standards and methods and in compliance with ESHS requirements so that the facility can deliver the intended services. This will require efficient supervision, quality checks monitoring and certification of the contracted works to ensure that the necessary actions are taken in a timely manner during the execution stages of the works.

6) Specific Responsibilities and Duties

- a) Coordinating, interacting and reporting at least weekly with the Client. Copies of coordination meetings, reports should also be forwarded to the PCU.
- b) Provide construction management and supervision including contract administration services during the construction period.

Construction services:

Under the direct supervision of the Project Manager/ Project Engineer/Technical Coordinator of the Department of Economic Development, Transport and Civil Aviation, the Consultant will undertake the contract management services, supervision and certification of works:

- a) Carry out a desk review of the designs and an assessment of works at the site prior to commencement of the works
- b) Meet with the Client and DIPE to review and discuss the designs to ensure common understanding of the works to be executed
- c) Following review of the technical proposal submitted by the Contractor engage the Contractor to present the designs, advise on shortfalls with the technical proposal and note any additional information that may be required for successful execution of the works including ESHS related specifications
- d) Carry out technical inspections and supervision of the various activities included in the construction contract in a manner that ensures the contractor remains obligated to the timely and qualitative implementation of the works.
- e) Carry out ESHS inspections and supervision of the works and associated activities to ensure that the contractor(s) comply with the ESMP and all relevant ESHS requirements.
- f) Upload all approved plans and reports onto the ProCore Platform
- g) Prepare a quality assurance plan in consultation with the contractor, consistent with the conditions of the contract. The Plan should be reviewed and approved by the Civil Works Manager/Technical Coordinator. The Civil Works Manager/Technical Coordinator will also review the contractor's work schedule, monthly progress report and results of laboratory testing, in accordance with the agreed quality assurance plan.
- h) Certify all completed physical works, ensuring quality and standards are maintained before acceptance by the Government of Saint Lucia –Department of Economic Development, Transport and Civil Aviation
- i) Represent the interest of the Government vis-à-vis the contract in any manner related to the construction contracts and the proper execution thereof.

- j) Organization of necessary consultations with appropriate agencies and authorities on all matters.
- k) Prepare in accordance with the works implementation program a comprehensive public relations program to keep residents, road users and other key stakeholders informed prior to and during construction, of the types and duration of disruptions and impacts that may be caused during construction. This should also include but not be limited to advance notice and information on closure of roads, traffic diversions and measures being implemented to minimize the nuisance effects of dust and noise in the specific areas.
- l) Prepare, implement and supervise the ESMP (environmental and social management plan) and requirements as described in the EIA for the project and the contract documents.
- m) Ensure that the contractor mobilizes and supplies to the contract all personnel, equipment and machinery that has been committed in the Contract and that all such items remain on site until the appropriate approval for release is granted
- n) Review for compliance equipment and personnel on site as per contract
- o) Check the adequacy of the Contractor's equipment to ensure proper execution of the works contracts.
- p) Review and approve any workshop drawings required from the works contractor.
- q) Approve all sources of materials and fixtures including technical inspections, the results of laboratory testing of all construction materials and the quality of all permanent fixtures prior to their use.
- r) Examine any technical proposals by the contractor and furnish the employer with the necessary technical advice and recommendation in respect of materials and fixtures as compared with the specifications and bill of quantities.
- s) Maintain a complete set of field records, timesheets, diary and minutes of site meetings. Arrange for / attend site meetings (which would be held virtually) as and when required, review contractor's work schedule, monthly progress report and results of laboratory testing, in accordance with the agreed quality assurance plan. Arrange for live streaming of works for site meetings.
- t) Maintain site diaries for recording daily weather conditions, instructions issued to the contractor, problems occurring, delivery of materials, progress on site, workers on site, visitors, equipment on site etc;
- u) In carrying out inspections check that the buildings are correctly located and that the works are correctly set out;

v) Inspections and supervision of the construction of works shall be done ensure that the buildings are constructed in accordance with the drawings and specifications and within the contract amount;

w) Verify periodic and final payment statements submitted by the contractor and certify the quality and quantity of completed work activities for payment after checking their consistency with the technical specifications, terms of contract and agreed quality assurance plan.

x) Examine and make recommendations to the Department of Economic Development, Transport and Civil Aviation on all claims from the Contractors including variations (scope, cost and time), extension of time, compensation for work and expenses or other matters of a similar nature.

y) Review and prepare any necessary variation orders after securing the employer's approval and prepare all relevant amendments to the contract including drawings to suit any modifications to the existing approved works.

z) Review the breakdown of unit rates and justification submitted by the contractor for the unit price of work activities relating to provisional sums identified in the BOQ and other work activities that are not included in the original contract (including variation orders), and make recommendations for the approval by the employer.

aa) Provide timely assistance and direction to the Contractors on all matters related to the interpretation of the Contract Documents, ground survey controls, quality control, laboratory testing of construction material, work performance and other matters related to contract compliance and progress of the project.

bb) Inspect the occupational health and safety aspects of the construction and temporary works to ensure that adequate measures have been taken to protect life and property and to ensure compliance with COVID-19 protocols.

cc) Organize the supervision of the works by engaging necessary full time site personnel to ensure effective execution of the works.

dd) Inspect the occupational health and safety aspects of the construction and temporary works to ensure that adequate measures have been taken to protect life and property.

ee) Promote, implement, and report to the PCU, on the Grievance Redress Mechanism.

ff) Preparation of progress reports and hold consultation with the employer on the progress of the works

gg) Participate in meetings of the management committee, which has oversight responsible for the works.

- hh) Prepare and submit progress reports on the progress of works, the Contractors' performance, the quality of works, and the ESHS performance. The report should highlight problems or potential problems that may arise in connection with the works contracts and make recommendations for possible solutions.
- ii) Prepare and submit a final report on the completed works, the Contractors' performance, and the quality of works. The report should highlight problems experienced in connection with the works contracts and the recommended solutions.
- jj) Update of the Maintenance Manual in accordance with the final scope of the works.
- kk) Prepare as built drawings for Department of Economic Development, Transport and Civil Aviation acceptance and for Development Control Authority approval. Submission should be made in hard – (3 copies) and in electronic (AutoCAD) form.
- ll) Certify practical completion and issue Completion Certification to the contractor.
- mm) The Consultant shall facilitate the inspection of the substantially completed works by representatives of Department of Economic Development, Transport and Civil Aviation, Department of Health and Wellness, Project Coordination Unit and Department of Infrastructure, Ports and Energy before the issuance of the Taking Over certificate.
- nn) Perform all other tasks not specifically mentioned above but which are necessary and essential to successfully supervise and control all construction activities in accordance with the terms of the works contract.

Note: The Consultant will not issue any instructions to the contractors that will change the agreed design or construction of the buildings; that will impede the progress of the works; that will lengthen the contract period or that will add to the cost of the works without first agreeing these measures with and obtaining the written authority of the DEDTCA.

Manpower Scheduling and Costs: Supervision during the construction period

The construction period is twenty-four (24) calendar months.

The Consultant will propose a multidisciplinary team of key experts for the construction services comprising at least of the following:

- Team Leader / Architect
- Resident Engineer
- Clerk of Works
- Quantity Surveyor
- Structural Engineer
- Services Engineer,
- Electrical Engineer, and
- Environmental Officer

The Resident Engineer (RE) and Clerk of Works will work full-time during construction. All other experts would provide inputs as and when is required. The Consultant shall make provision to have the necessary supporting staff (administrative and technical).

The consultancy services for the whole works are required for an estimated period of 86 man-months over a period of 24 months.

7) Deliverables

The Consulting Firm shall prepare and submit the following reports in digital format to the client:

Inception Report: Report on Design Review and Site Assessment

Two (2) weeks after Contract signature the Consultant shall submit Inception Report. This report would be presented as part of a kick off meeting and allow the Client to provide feedback on issues to be resolved that may impact construction. Minutes of the meeting will be duly noted and submitted by Project Manager/ Technical Coordinator.

Site Possession Report

Two weeks after commencement of the works by the Contractor the Consultant shall submit a report on the condition of the site (highlighting any changes) for the proposed works, and report on the available equipment, signage and staffing provided by the Contractor, any breaches to the contract.

Monthly Progress Reports

The Monthly progress reports shall be brief and concise and provide means of closely monitoring project progress and forecasting construction costs and shall cover percentage completion of the proposed works, detail the progress of works including revised cost estimates (if any), cash flow statements. Generally the report should include but not limited to the following:

- Main activities undertaken and events for the period and progress of activities of the contractor and supervision staff
- Monitoring and evaluation of project progress
- Quantity of works completed as the date thereof
- Observations on the progress of works, sharing what is actually taking place in the execution of the contract
- Photographic pictures
- Results of laboratory testing reports
- Variation orders issued to date
- Payments received by the contractor and consultant, including project accounts balances as at the date thereof

- Define achievements, setbacks, problems, shortages, impediments, and means of rectification
- ESHS performance, techniques, methods, compliance, challenges and successes
- Number of skilled and ordinary labourers and their attendance
- Minutes of site and progress meetings, including extra ordinary meetings
- Works schedules and duration

The consultant is expected to provide a statement in support of works certified based on claims submitted by the Contractor.

Final Report

The Final Report shall be submitted within two (2) weeks after Practical Completion of the works and on completion of the construction period. This report will detail the level of achievement made and provide an assessment of the contractors' performance under the contract. Generally the report should include all the points required in the interim report given above but not limited to the following:

- Project Description (purpose, scope and dimensions)
- Project data (historical data on contract, financial resources, etc)
- Monthly Certificates
- Claims. Variation Orders and Addenda
- Project Organisation
- Updated Maintenance Manual
- Quality and time evaluation
- Major problems arisen and measures taken
- Quantity of works completed as the date thereof
- Photographic pictures (Construction)
- Statement of Accounts Payments received by the contractor and consultant,
- Minutes of site and progress meetings, including extra ordinary meetings
- ESHS performance, techniques, methods, compliance, challenges and successes
- List of As built drawings.
- The arrangement for inspection during the defect liability period if required.
- Conclusions and Recommendations
- Lessons learnt

The client will take no longer than ten (10) days to review and provide feedback to the reports submitted by the Consultant.

❖ ***All reports shall be submitted in English.***

- ❖ *All reports and documents relevant to the Consultant's services, computer programmers, etc. shall become the property of the Government of Saint Lucia.*
- ❖ *The reports should be submitted electronically onto the PROCORE Platform*
- ❖ *The monthly and Final reports should be submitted electronically onto the PROCORE Platform by the 7th day of the following month*

8) Duration of Services

The consultancy is to be undertaken over a period of twenty-four (24) months during which the Consultant will be required to provide full time services.

9) Working Arrangements

The Consultant will be supervised by the Technical Coordinator/Civil Works Manager – Department of Economic Development, Transport and Civil Aviation. The Technical Coordinator/Civil Works Manager will provide the necessary instructions to the Consultant.

1. Client's Responsibility

- i) Ensure timely review of the reports submitted by the Consulting Firm and within the stipulated duration stated in the Terms of Reference.
- ii) Initiate the consultation and co-operation of other agencies required to provide support to the consulting firm for realization of the relevant aspects of the assignment.
- iii) Facilitate access to the site for effective delivery of the assignment.
- iv) The PCU will be responsible for the circulation of all reports.

2. Consulting Firm's Responsibility

- i) The Consulting Firm shall submit at the outset the expected outputs, as well as ensure their timely submission to the Client for review.
- ii) Be responsible for the supervision of its technical staff including providing all office space, equipment, materials, accommodation, office requirements and transportation.
- iii) Shall engage the appropriate qualified and experienced technical and administrative staff and other resources necessary to undertake the services.

- iv) The Consulting Firm shall execute the services in accordance with the laws, customs and practices of Saint Lucia and use the appropriate international standards for carrying out the services.

10) Qualification Requirements

The selection criteria are:

The minimum required qualifications and experience of the legally established consulting firm are:

General Experience (10 points):

At least ten (10) years' experience in contract administration management and supervision of civil works contracts involving the construction of works related to buildings such as a two (2) story reinforced concrete public buildings and other complex, specialized concrete type building structures. (10 points)

Specific Experience (20 points):

Demonstrated experience with implementation of ESHS and ESMP within the last 5 years (15 points)

Demonstrated experience in the use of the PROCORE Software (5 points)

Similar Experience (70 Points)

At least two (2) successfully completed contracts during the past ten (10) years which entailed contract administration and supervision of construction of Health Facilities (70 points)

The Minimum Passing score is 80 points.

The selected Firm shall propose a team of key experts with the following qualifications and experience:

Interested Consultant should have the following key staff with the requisite minimum qualifications and professional experiences listed below for undertaking the assignment.

WORK TEAM MINIMUM REQUIREMENTS			
KEY EXPERTS (K)	POSITIONS	QUALIFICATIONS	SPECIFIC EXPERIENCE
K1	Team Leader /Architect	Bachelor's degree or higher in architecture, engineering or project	Demonstrated experience leading projects of comparable

		<p>management from a recognized University</p> <p>Recognized professional qualification</p>	<p>scope and technical requirements</p> <p>Demonstrated experience in project management and ability to coordinate contributions of specialists of other disciplines</p> <p>Management and supervision of large-scale construction projects</p> <p>Proven project management skills</p> <p>Fluency in English</p> <p>Computer skills AutoCAD, MS Office</p>
K2	Resident Engineer	<p>Bachelor's degree in civil or structural Engineering from a recognized University</p> <p>A master's degree or relevant postgraduate qualification in a related field will be advantageous.</p>	<p>Professional experience in contract administrative management and supervision of large-scale construction projects. Demonstrated experience in the role of resident engineer/project manager in at least 2 projects of similar size and nature.</p> <p>Experienced in working with multilateral organizations.</p> <p>Experience not less than ten (10) years</p>
K3	Quantity Surveyor	<p>Bachelor's degree or higher in Quantity Surveying from a recognized University</p>	<p>At least 8 years professional</p>

			experience which should have been included preparation of bill of quantities, specifications, procurement documents and cost control of building projects
K4	Electrical Engineer	Bachelor's degree or higher in Electrical Engineering from a recognized University	Experience in electrical design of multistory reinforced concrete public buildings including health facilities. Experience not less than eight (8) years
K5	Services Engineer	Certified in the relevant field	Experience with services in health facilities. Experience not less than eight (8) years
K6	Structural Engineer	Bachelor's degree or higher in Structural Engineer from a recognized University	Experience in structural design of multistory reinforced concrete public buildings. Experience not less than ten (10) years
K7	Environmental Officer	Graduate degree in relevant field (earth science, planning, engineering, or related)	Experience with field inspections of ESHS requirements; at least five (5) years experience in related discipline
K8	Clerk of Works/Site Inspector	Associate Degree/Diploma in Civil & Structural; / Building Engineering/Construction	At least five (5) years' experience in the supervision of building construction, building trades, services and finishes and the quality control of building works

			Demonstrated experience in the role of Clerk of Works in at least 2 projects of similar size and nature .
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