

**TERMS OF REFERENCE FOR**  
**TECHNICAL SPECIALIST IN SPORTS & EXERCISE MEDICINE FACILITIES FOR THE**  
**USAIN BOLT UWI SPORT AND EXERCISE MEDICINE CENTRE**

**1. Background To The Consultancy Assignment**

The West Indies produces a very significant percentage of the current dominant sprinters of world track and field athletics and Jamaica leads the way. More advanced nations are taking aim at Jamaica using all at their disposal in science, sport and exercise medicine. It is very important therefore, that the necessary investments in modern facilities and technologies are made to take advantage of our talent to sustain our rankings.

The risk of athletes with great potential being injured and unable to participate in major events including ISSA competitions is a significant one. Further, ensuring full recovery and restoring self-confidence after a major injury is critical for future successful performance and includes the assurance that the healing process is world class and complete. That includes applications of medicine and science, professional skills including the management of sport enterprise and human capital development by the tertiary education system and other interests.

Until recently local track and field athletes were attracted by US colleges' athletic scholarships and good medical support athletic clubs, to transition from the high school to the elite and champion level. Local athletic clubs at the UWI and at UTECH has proved however, that locally developed talent can achieve similar results. With the medical support being planned there will now be more opportunities for local athletes to become champions without having to travel abroad for medical support that was affordable to only a few.

Jamaican Olympian athlete, Usain Bolt , one of the few, has had to seek medical treatment for his sports injuries overseas as it was lacking locally, has lobbied for the establishment of a Caribbean Sport Medicine facility in Jamaica, that can adequately provide treatment for athletes in Jamaica. He has therefore indicated to the MCGES that he is willing to use his name and brand to advocate for financial support for such a facility. The GoJ, through the MCGES has therefore sought to partner with Usain Bolt, the UWI and private sector interests to establish this facility as a wellness and sport medicine tourism facility.

Investment projects seeking support from the Government of Jamaica are all required to be reviewed by the Public Investment Management Secretariat (PIMSEC) and submitted to the Public Investment Management Committee (PIMC) for consideration. To this end, the Ministry of Culture, Gender, Entertainment & Sport in collaboration with the Faculty of Sports, UWI is now seeking to develop a business case, a revised business plan and a completed PIMSEC project proposal template to be presented to the PIMC for consideration.

Two individual consultants will be contracted; a Project development Specialist and a Technical specialist in the area of Sports and Exercise Medicine. This TOR refers specifically to the Technical Specialist In Sports & Exercise Medicine Facilities.

***Background to the Strategic Public-Sector Transformation Project (SPSTP):***

The Government of Jamaica (GOJ) has received loan financing from the International Bank for Reconstruction and Development (IBRD) towards the cost of the Strategic Public-Sector Transformation Project (SPSTP). 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 6 components divided into 2 thematic areas.

The first thematic area of the proposed intervention seeks to reinforce fiscal discipline and revenue enhancement through four main components: (a) Strengthening the Public Investment Management System (PIMS); (b) Strengthening the Budget Preparation Process and Results Based Budgeting (c) Adaptive Public-Sector Approaches to Promote Fiscal Sustainability and Project Management; (d) Modernizing of the Accountant General's Department.

The second thematic area seeks to support those institutions that sit at the interface between the public and private sectors: Bureau of Standards of Jamaica (BSJ) through component 5, (a) Fostering Industrial Growth and Trade Facilitation, this Component will support strategic public-sector institutions essential to creating an enabling environment for the private sector. The management of the project makes up the sixth component.

Strengthening the Public Investment Management System (PIMS) is a sub-set of Component 1 and the PIMS was established by legislation to provide a common framework for the preparation, appraisal, approval and management of public investments carried out by entities within the Public Sector, irrespective of source of funding or procurement modalities including PPPs, Joint Ventures and Unsolicited Proposals. While there is legislation and guidelines that give effect to the PIMS, there is as yet no comprehensive policy that addresses the operationalisation of the PIMS. There is a privatization policy and work has commenced on the development of policy to guide Joint Ventures and Unsolicited Proposals which are both forms of public investments. There are also Public Private Partnerships (PPPs) which represent another type of funding modality for public investments which would need to be given consideration under an overarching PIMS policy. The lack of such a comprehensive policy is deemed to be a significant gap in the administrative and governance arrangement for the effective implementation of the PIMS.

## 2. **Objective of Consultancy – Technical Specialist**

Provide Technical advice to the UWI Sport faculty, the Ministry of Culture, Gender, Entertainment Sports, as well as the Usain Bolt Foundation, on the options for the design, construction, equipping, financing and operation of Sports & Exercise Medicine facilities and to recommend feasible options for Jamaica, given project objectives, context, and global best practice.

## 3. **The Deliverables** - The outputs of the consultant and the timelines :

- a) Workplan, to be prepared within three days of signing of contract.*
- b) A draft report within four weeks of signing of contract, addressing all the elements of the scope of work.*
- c) A final report to the UWI Sports Faculty within six weeks of the signing of the contract*

## 4. **Scope of Work**

Provide technical advice, reports and documents on the options and recommended approach/actions for the design, equipping, financing, marketing and operating of a sports and exercise medicine facility that will enable the Project Development/Management consultant to prepare a comprehensive business case and updated business plan. The scope of the work will include the activities outlined below and any other actions necessary to ensure that the objective of this consultancy assignment is fully realised:

- a) Review the existing proposal and business plan
- b) Prepare proposed work plan within three days of signing of contract.
- c) Research, organise and prepare report on the options for the design, construction, equipping, financing & operation of a Sports & Exercise Medicine facility in Jamaica.
- d) Select the most feasible options and recommend the best option(s) for Jamaica, based on verifiable data, and given the local context, the established objectives and global best practice
- e) Provide information to facilitate a detailed market demand study
- f) Prepare a full equipment listing, with itemised costs based on actual market price, as well as a maintenance plan with associated costs
- g) Outline of the most appropriate operational arrangements for the delivery of the desired services, staffing and training requirements

- h) Engage in regular dialogue with the Project Development/Management consultant to share information and offer advice
- i) Explore feasible financing arrangements and identify potential partners based on the nature of funding required and potential benefit that will accrue to funders.
- j) Initiate discussions with potential donors and investors who are willing to consider significant investments in the facility
- k) Prepare draft report on findings and recommendations within 4 weeks of signing
- l) Present report to The UWI and other key stakeholders and secure their feedback
- m) Revise & finalize report based on feedback and submit to the UWI Faculty of Sport

**5. Qualifications of the Consultant**

The Consultant should have at least a University degree or equivalent. Degrees in development economics, business administration, sports development, medicine would be ideal. Training in marketing, sports development or health economic would be a distinct advantage. Consultants should also have at least 5 years’ experience in the implementation of and/or successful operation/management of similar centres.

**6. Reporting and Supervision –**

The consultant will be supervised by the Dean, Faculty of Sport UWI. A steering committee will be established, comprising representatives from the UWI Faculty of Sport & the Ministry of Culture, Gender, Entertainment and Sport, to provide oversight for the consultancies.

**7. Payments Arrangements**

	<b>Deliverable</b>	<b>Timeline</b>	<b>% of Contract Payable</b>
a)	Work plan, to be prepared within three days of signing of contract.	1 <sup>st</sup> week of contract signing	<b>20.0</b>
b)	A draft report	End of 4 <sup>th</sup> week after signing of contract.	<b>50.0</b>
c)	A final report to the UWI Sport s Faculty within	six weeks after signing of contract	<b>30.0</b>

## 8. The Characteristics of Consultancy

- ✚ Duration of contract – eight weeks
- ✚ Level of effort – 30 man days over a six week period
- ✚ Type of Consultancy – individual; local or international consultant
- ✚ Type of Contract – Fixed price