



REQUEST FOR PROPOSALS FOR A PROJECT MANAGEMENT OFFICE FOR THE DESIGN AND CONSTRUCTION OF A NEW, SMART ACADEMIC HOSPITAL

Release Date: September 25, 2025

1. Introduction

The Government of Grenada (GoG or Owner) invites qualified and experienced firms or consortia (the Bidders) under this Request for Proposal (RFP) to submit proposals to perform the function of Project Management Office (PMO) for Project Polaris, the new 250-room, smart, academic hospital in Hope Vale, Grenada West Indies (the New Hospital). The New Hospital aims to deliver an advanced, sustainable, and digitally integrated healthcare environment meeting international best practices in medical care, energy efficiency, and operational management. The New Hospital will offer advanced secondary care services to residents of Grenada, Carriacou and Petite Martinique, and the surrounding OECS subregion.

The PMO will serve as the Owner's agent (Owner's Agent) on behalf of the GOG for the design and construction of the New Hospital.

2. Scope of Services

The PMO's scope of services will encompass project governance and management, financial and cost control, quality control, technical and design oversight, project scheduling, and reporting and compliance throughout all stages of the hospital's design and construction. An illustrative timetable is provided in Annex A.

2.1. Project Governance and Management

The PMO function will act as the central coordination hub for the project. Services should include:

2.1.1. Stakeholder Communication and Coordination

A new hospital project involves a wide array of stakeholders, from government agencies to hospital staff, each with crucial interests and input. The PMO will serve as the central point of communication and coordination, ensuring all stakeholders remain informed, engaged, and aligned with the project objectives. Key aspects of this role include, but may not be limited to:

- Stakeholder Identification and Mapping
- Communication Plan Development
- Facilitate and often lead regular meetings
- Design phase meetings



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- Construction phase meetings
- Executive/Steering Committee meetings
- Ad-hoc meetings
- Issue Resolution and Escalation
- Stakeholder Updates and Transparency
- Managing Expectations
- Engagement and Buy-In
- Coordination with External Entities
- Documentation Control

The PMO will manage multi-stakeholder communication to keep everyone aligned and the project moving forward smoothly. By acting as the “hub” of project information, the PMO ensures that all parties – from hospital clinical teams to construction managers and regulators – are coordinated and working toward the shared goal of a successful hospital opening.

2.1.2. Procurement and Contract Management

The PMO will administer all contracts through the project’s duration. Key services include, but may not be limited to:

- Procurement Planning
- RFQ/RFP Preparation
- Evaluation and Recommendations
- Contract Negotiation
- Contract Administration - Once contracts are awarded, the PMO will administer the following on the Owner’s behalf:
 - Monitoring Performance
 - Change Management
 - Payments
 - Compliance and Reporting
 - Documentation
- **Claims Avoidance/Management:** When issues arise (e.g., a claim for extra costs due to unforeseen conditions), the PMO will analyze the merit of the claim, gather facts, and lead negotiations to achieve a fair resolution, protecting the Owner’s interests. Maintain well-documented communications and decisions (via the decision logs and meeting minutes) to support the Owner’s position in any dispute.



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- **Closeout of Contracts:** As work concludes, facilitate a smooth contract closeout for each vendor. This includes verifying all scope is delivered, all change orders are accounted for, final payments are made, and any retention or bonds can be released.

2.1.3. Furniture, Fixtures & Equipment (FF&E)

As part of overall project governance and management, the PMO will be responsible for providing comprehensive oversight and coordination of all activities related to FF&E to ensure timely, cost-effective, and seamless integration into the New Hospital, including:

- FF&E Planning and Management
- Procurement Support
- Logistics, Warehousing, and Installation Management
- Reporting and Integration

2.1.4. Key Deliverables

Throughout the course of the project, the PMO firm is expected to produce a number of key deliverables to the Owner. These deliverables document the planning, progress, and control of the project, and serve as tangible evidence of the PMO's oversight. The following are the major deliverables and work products the PMO will provide (organized by phase or function), but may not be limited to:

- Program Cost Estimate
- Project Management Plan (PMP)
- Master Project Schedule
- Baseline Project Budget and Cost Plan
- Monthly Cost Reports
- Risk Register and Risk Management Updates
- Quality Management Plan
- Stakeholder Engagement Plan
- Contract Documents (executed)
- Meeting Minutes and Action Logs
- Monthly Project Status Reports
- Change Order Logs and Change Request Packages
- Decision Log
- Commissioning Plan & Reports
- Closeout Package
- Performance Metrics/KPI Reports



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All deliverables will be prepared in a clear, professional format and delivered in both electronic and hard copy format when required. The PMO will use industry-standard tools and software for scheduling (e.g. Primavera P6), cost tracking, and documentation, ensuring that project information is presented in a manner that is easily reviewable.

The above list covers primary deliverables. Additional intermediate work products will be created as needed to effectively manage the project. Each deliverable will be reviewed with the Owner for approval or acceptance as appropriate.

2.1.5. Use of Technology:

The PMO will utilize a Project Management Information System (PMIS) or collaborative platform (like Procore, Aconex, eBuilder, or SharePoint) as part of the communication strategy. Any PMIS or platform used by the PMO shall be approved by the Owner and must integrate directly with the Owner's platforms. Such a platform will house all project documents, schedules, and logs in one place accessible to authorized stakeholders. The PMO will manage user access and encourage stakeholders to use this system for the most up-to-date information, thus reinforcing transparency.

2.1.6. Performance Management and Expectations for PMO Services

Given the long duration and complexity of this hospital project, the performance of the PMO firm will be continuously evaluated against key metrics and expectations. The Statement of Work (SOW) sets forth clear expectations for performance management, to ensure the PMO's services deliver the intended value to the Owner. These expectations include, but may not be limited to:

- Adherence to Schedule and Budget
- Quality of Deliverables
- Effective Risk Mitigation
- Stakeholder Satisfaction
- Compliance and Safety Record
- Communication and Responsiveness
- Innovation and Best Practices
- Team and Resource Management
- Periodic Performance Reviews



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The PMO is expected to perform at a high professional standard consistent with top-tier project management of billion-dollar healthcare projects. By setting these expectations early via the SOW, both the Owner and PMO firm have a clear understanding of what success looks like. The Owner will work closely with the PMO, using these performance criteria to monitor and ensure the project stays on track. In essence, the PMO's performance management is about being on-time, on-budget, with high quality, and with satisfied stakeholders, which aligns perfectly with the project's goals.

2.2. Financial and Cost Control

2.2.1. Budget and Cost Management

The PMO firm, in coordination with its quantity surveyor team, will implement rigorous budget oversight and cost control measures to manage the project's total budget from start to finish. Key responsibilities include, but may not be limited to:

- Comprehensive Budget Setup
- Project Cost Reporting
- Invoice and Pay Application Management
- Cash Flow Management
- Change Order Cost Control
- Cost Forecasting and Trend Analysis
- Program Cost Estimate
- Value Engineering
- Financial Reporting
- Audit-Ready Records

The PMO will track the financial performance of the project continuously, reviewing costs and changes, to ensure the Owner's funds are used efficiently and transparently. By exercising diligent cost management, the PMO will keep the project within the approved budget and avoid unexpected cost overruns.

2.2.2. Conceptual Stage

- Develop cost estimates and budget forecasting.
- Conduct benchmarking analysis with similar healthcare facilities, as well as similar projects in the region, taking into account the required quality, innovation sustainability and complexity of the project.



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- Assist in the value engineering process.

2.2.3. Design Development

- Provide detailed cost planning and control.
- Evaluate design options to ensure alignment with financial targets.
- Recommend alternatives and innovative solutions to enhance performance and reduce costs.

2.2.4. Pre-Construction

- Prepare tender documents, including bills of quantities.
- Advise on tendering strategies and procurement options.
- Conduct a financial assessment of bids received.

2.2.5. Construction Phase

- Monitor costs as construction progresses.
- Regularly update project forecasts and financial appraisals.
- Lead in resolving cost-related issues and negotiations.

2.2.6. Handover and Post-Construction

- Preparation of final accounts.
- Provide advice on operation and maintenance cost forecasting.
- Assist in the handover process to ensure seamless transition.

2.3. Technical and Design Oversight

2.3.1. Design Phase Oversight

During the design phase, the PMO will provide diligent oversight and coordination to ensure the design process yields a facility that meets the Owner's requirements, stays on schedule, and remains within budget. Specific duties include, but may not be limited to:

- Coordination with Architecture and Engineering (A/E) Team
- Design Schedule Management
- Stakeholder Input in Design



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- Design Reviews and Quality Control
- Budget Alignment (Design-to-Budget)
- Regulatory Compliance in Design
- Environmental Compliance in Design
- Documentation and Decision Tracking

Through these design phase services, the PMO will help steer the project toward a constructible, cost-effective, and regulatory-compliant design that fulfills the Owner's vision. By the end of this phase, the project should have a complete design ready to complete construction, a confirmed budget/GMPs, and all necessary approvals to complete the project.

2.3.2. Schedule Development and Monitoring

Time is a critical component of this project, with a firm completion goal of 2028. The PMO will be responsible for developing, managing, and updating the project schedule to achieve on-time delivery. Services include, but may not be limited to:

- Master Schedule Creation
- Milestone Definition
- Schedule Coordination
- Regular Schedule Updates
- Resource (Human and Equipment) Monitoring
- Monitoring Progress and Critical Path (e.g., dashboards, earned value analysis, S curves)
- Look-Ahead Schedules
- Schedule Risk Management
- Time Management Best Practices
- Reporting

Overall, the PMO is expected to keep the project on schedule through vigilant monitoring and control, ensuring that key milestones are met. Any deviations will be promptly addressed with corrective actions, and the Owner will be kept informed of schedule performance at all times.



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2.3.3. Construction Oversight (Preconstruction through Commissioning & Closeout)

The PMO will provide full construction phase oversight on behalf of the Owner, from the preconstruction stage through active construction, into commissioning and final closeout. In this role, the PMO will act as the Owner's on-site representative to ensure the construction is executed in accordance with the contract, design intent, and quality and safety standards. Key responsibilities include, but may not be limited to:

- Preconstruction Services Coordination
- On-Site Representation
- Progress Monitoring
- Meetings and Reporting

2.3.4. On-Site Project Delivery and Closeout

Throughout the construction and closeout, the PMO will help ensure the project stays on course in the field and ultimately achieves a successful, timely completion. The PMO will help safeguard the Owner's interests on-site, coordinating complex construction activities and swiftly handling issues so that the hospital is delivered as promised.

- Issue Resolution and Site Decisions
- Change Order Management
- Cost Control During Construction
- Documentation and Records
- Interface with Hospital Operations
- Commissioning and Turnover
- Occupancy Readiness
- Substantial Completion and Punch List
- Final Completion and Closeout
- Post-Project Evaluation

2.3.5. Change Management and Decision Tracking

Managing change is a critical function of the PMO to prevent scope creep, budget overruns, or schedule delays, especially in a project of this magnitude. Likewise, tracking decisions is important for



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accountability and to maintain clarity over the project's direction. The PMO will implement disciplined change management and decision tracking processes, which may include, but may not be limited to:

- Change Management Process
- Change Log
- Cost/Schedule Impact Analysis
- Owner Approval and Change Order Execution
- Budget and Contingency Management for Changes
- Decision Tracking
- Change Prevention
- Communication of Changes and Decisions
- Documentation
- Reporting

By rigorously controlling change and keeping a clear record of decisions, the PMO will maintain scope discipline and ensure the project's objectives are met without uncontrolled expansions. This structured approach to change management will help guard the budget and schedule and provide transparency so that every stakeholder understands what changes were made and why.

2.4. Reporting and Compliance

The reporting structure is designed to ensure clear accountability and efficient information flow. The PMO functions as the hub of project communications, delivering the right information to the right people at the right time, which is a hallmark of effective project management on complex projects. Through regular reporting and structured meetings, stakeholders will have confidence that they are informed and that their voices can be heard via the processes established by the PMO.

2.4.1. Reporting Structure and Communication Protocols

A clear reporting structure is crucial to effective project governance. The PMO will establish and adhere to structured communication and reporting protocols to keep the Owner and all stakeholders informed and engaged. The reporting structure defines who receives information, in what format, and how frequently, as well as decision-making hierarchies. Key elements include, but may not be limited to:

- Owner Reporting
- Governance and Decision-Making Structure



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- Communication Protocols
- Meeting Structures
- Monthly Reports and Reviews
- Escalation Path
- Stakeholder Communications

In addition, the PMO will assist the Owner in any external reporting, such as press releases or community updates, by providing accurate information on project progress and achievements. The PMO may not directly interface with media, but the data and content will likely come from the PMO's reports.

2.4.2. Compliance and Regulatory Oversight

Healthcare construction is subject to numerous codes, regulations, and oversight by authorities. The PMO will guide the project team in achieving full compliance with all regulatory requirements and manage interactions with regulatory agencies. Key activities include, but may not be limited to:

- Regulatory Requirements Mapping
- Permitting Strategy
- Building Code Compliance Monitoring
- Inspections and Testing Coordination
- Healthcare Compliance
- Documentation for Compliance
- Final Approvals and Occupancy
- Continuous Compliance Oversight
- Reporting

2.4.3. Quality Control and Assurance

Quality is of paramount importance in a hospital project, the facility must meet stringent standards to ensure patient safety, regulatory compliance, and durability. The PMO will establish and enforce a robust Quality Assurance/Quality Control (QA/QC) program covering both the design and construction phases. Responsibilities include, but may not be limited to:

- Quality Management Plan
- Design Quality Oversight
- Construction Quality Monitoring
- Issue Tracking and Resolution:



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- Submittal and Shop Drawing Oversight
- Mock-ups and Benchmarking
- Commissioning and Testing
- Regulatory and Certification Quality Checks
- Final Inspections and Punch List
- Quality Documentation

The PMO will help guarantee that the project meets the highest quality standards across all stages. This diligence in QA/QC protects the Owner's investment and results in a hospital facility that is safe, durable, and fully functional as intended on opening day.

2.4.4. Risk Management and Mitigation

Proactive risk management is essential for a complex project of this scale and duration. The PMO will lead efforts to identify, assess, and mitigate risks throughout the project lifecycle, thereby reducing the likelihood of surprises and protecting the project's budget and schedule. Key risk management tasks include, but may not be limited to:

- Initial Risk Assessment
- Risk Management Plan
- Ongoing Risk Monitoring
- Mitigation and Response
- Decision Support for Risk
- Risk Reporting
- Continuous Improvement
- Opportunity Management

The PMO will help ensure that potential issues are identified early and handled proactively, reducing their impact on the project. The goal is to maintain control over the project's outcome despite uncertainties, thereby safeguarding the hospital's delivery timeline and budget.

3. Qualification Requirements

To ensure the successful delivery of the Project, the GOG seeks to engage a PMO with the proven capacity, expertise, and resources to act as the Owner's Agent. Responding firms must demonstrate



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relevant organizational experience, technical proficiency, and the availability of qualified key personnel to oversee all aspects of project governance, cost management and design and construction oversight.

The following qualification requirements establish the minimum standards for consideration under this RFP:

3.1. Organizational Experience

- Proven track record of at least 15 years providing project management services for large-scale capital projects in the healthcare sector.
- Experience acting as Owner's Agent / Owner's Representative on complex hospital projects, preferably in the public sector.
- Demonstrated ability to manage multidisciplinary teams across design, engineering, and construction.

3.2. Technical Expertise

- In-house or affiliated expertise in project management, quantity surveying, cost control, and scheduling.
- Capability to provide design oversight and compliance monitoring for healthcare facilities in line with international standards (e.g., FGI, NFPA, Joint Commission International).

3.3. Key Personnel

- Project Director with at least 15 years' experience managing complex healthcare or equivalent infrastructure projects.
- Quality Manager/ Civil Supervisor
- Certified Project Manager (PMP, PRINCE2, or equivalent).
- Qualified Quantity Surveyor/Cost Manager (RICS or equivalent).
- Specialists in healthcare facility planning and MEP (mechanical, electrical, plumbing) systems

3.4. Financial & Institutional Capacity

- Demonstrated financial stability to support a multi-year engagement.
- Sufficient institutional resources to mobilize immediately and sustain services through design and construction phases.



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4. Submission Requirements

Firms must submit a comprehensive technical and commercial proposal, including the following:

4.1. Core Documents

- Company Profile and Corporate Registration
- Relevant Project Experience and Case Studies
- CVs of Key Personnel
- Legal and Tax Compliance Certificates
- Litigation Record

4.2. Technical Submission

- Detailed Methodology and Approach for Scope of Services
- Work Plan and Timeline with Key Milestones
- Project Organization Chart
- Tools and Platforms Used (e.g., PMIS, estimating software)

4.3. Strategic & Institutional Evaluation

- Evidence of Strategic Thinking and Problem Solving in Prior Projects
- Institutional Maturity and Capacity to Scale
- Demonstrated Technical Competence with Similar Scopes
- Cultural Alignment and Approach to Regional Engagement

4.4. Commercial Proposal

- Fee Schedule and Payment Terms
- Hourly and Daily Rates for Key Roles
- Optional Services (if any)
- Disclosure of Any Sub-consultants

5. Evaluation Criteria

The proposals will be evaluated against the criteria below, with the objective of selecting a firm that demonstrates the expertise, capacity, and approach necessary to deliver high-quality PMO services for



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the New Hospital project. For consideration, the PMO must meet the minimum requirements of at least 15 years of relevant experience in complex hospital infrastructure projects and demonstrated experience on projects of comparable scope, size, and complexity.

5.1. Technical Competence (50%)

- Project Understanding (10%): Demonstrates a clear understanding of the project goals, challenges, and the specific needs of a smart, academic hospital in a Grenadian context. Has demonstrated
- Methodology, Approach and Work Plan (20%): Quality, feasibility and robustness of the proposed approach to project governance, risk management, cost control, financial reporting and quality assurance, including innovative techniques, value engineering strategies, cost control measures and proposed systems, tools and reporting structures.
- Staff Qualifications and Experience (20%): Expertise of the team members, including qualifications, relevant experience on similar projects, and distinct roles they will play in this project.

5.2. Organizational Experience and Track Record (20%)

- Experience with Similar Projects (10%): Evidence of successful completion of similar hospital projects. This includes client testimonials, achieved outcomes, and lessons learned.
- Capacity and Resources (5%): Availability of resources to prioritize the project and ensure timely delivery, including the ability to handle project scale and complexity.
- Quality Management (5%): Implementation of quality control and assurance practices, past performance on maintaining standards, and adaptation to project-specific requirements.

5.3. Cultural Alignment (10%)

- Understanding of Local Context (5%): Demonstrates awareness and sensitivity to the cultural, social, political, and economic climate of Grenada. Strategies for effective collaboration with local stakeholders and community.
- Local Capacity Building and Knowledge Transfer (5%): Commitment to local capacity building, subcontracting, and knowledge transfer.



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5.4. Financial Proposal (20%)

- **Cost Effectiveness (10%):** Competitive pricing that offers maximum value for money. Proposals should clearly outline fee structures, including breakdowns for different project phases and any contingency or miscellaneous expenses.
- **Clarity and Transparency (10%):** Transparency in cost estimations, assumptions, and exclusion of hidden costs. Detailed explanation of pricing models and justification of rates provided.

6. Terms and Conditions

The GoG reserves the right to engage with any potential bidder at its sole discretion at any time and without incurring any liability. The GoG further reserves the right to modify, cancel, or reissue this RFP, and to reject any or all submissions without incurring any liability or obligation. Participation in this RFP process does not guarantee any contractual rights.

- **Ownership of Deliverables:** All documentation, materials, and intellectual property created or developed under this engagement shall be the exclusive property of the Government of Grenada (GoG). This includes, but is not limited to, reports, designs, software, methodologies, and any other deliverables produced during this engagement.
- **Term of Engagement:** The term of this engagement shall be for a period of two (2) years in the first instance, commencing on the Effective Date. Renewal for an additional period(s) may be considered at the sole discretion of the GoG, subject to satisfactory performance.

7. Governing Law

The engagement shall be governed by the laws of Grenada. Any dispute arising from this engagement that cannot be amicably settled between the parties shall be referred to adjudication/arbitration in accordance with the laws of Grenada.

The Government of Grenada looks forward to receiving your expressions of interest and working together to create a new, academic medical hospital in Grenada and transform healthcare in the Eastern Caribbean.

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8. RFP Timeline

Key Activity	Target Date
RFP Issuance	25 September 2025
RFP Submission Deadline	6 November 2025
Shortlisting & Presentations Commence	10 November 2025
Preferred Bidder Selected	15 December 2025

9. Submission Instructions

Proposals must be submitted electronically in PDF format with the subject line "*Project Polaris PMO RFP Submission – [company name]*" by 6 November 2025 at 11:59 PM Eastern Standard Time to:

Attn: Mr. Damian Dolland
Lead Consultant - Project Polaris
damian.dolland@darisami.com

Mr. Giuseppe Soffiatti
Technical Advisor - Project Polaris
gs@soffiatti.ae

Ms. Kimica Donald
Policy Analyst (Ministry of Finance) attached to Project Polaris
kimica.donald@policyunit.gov.gd

Late submissions will not be considered. All documents must be in English.

Sincerely,

Chevanne Britton-Telesford

Deputy Permanent Secretary, Ministry of Finance and
Permanent Secretary on Assignment to Project Polaris

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Annexures (available on signing of an NDA with the GoG)

- Draft clinical program plan and human resources plan
- Draft space program
- Current site plan
- Current hospital design (in concept phase)
- Topographical Survey (pdf & dwg)
- Engineering Assessment Report
- NHP Flood Risk Assessment Report
- Traffic Impact Assessment Report

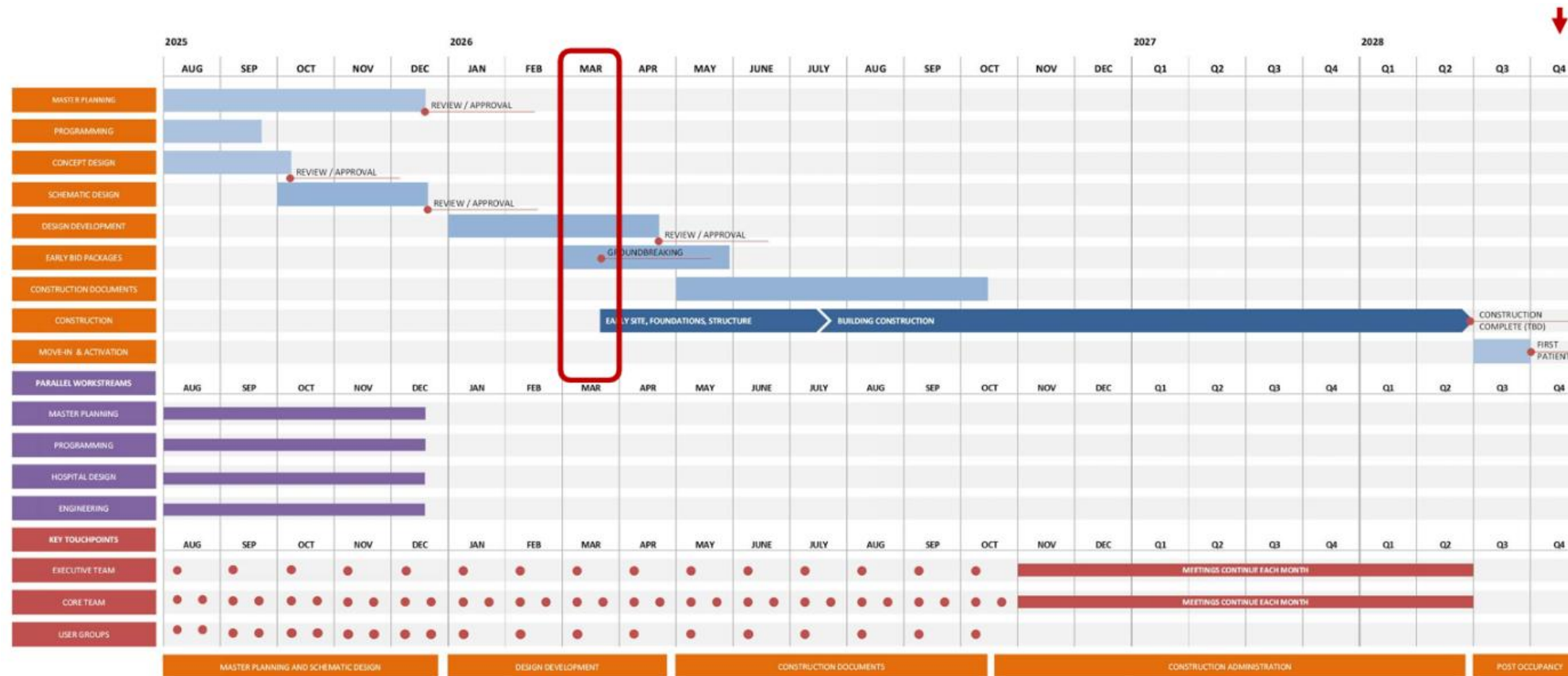
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Annex A



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