

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)

Country: SINT MAARTEN

EMERGENCY DEBRIS MANAGEMENT PROJECT (EDMP) (PI67347)
Grant No.: TF0A9261

Date of publication: November 18, 2019

Assignment Title: **Supervision of Works for Shipwreck Salvage and Shoreline Cleanup**

Reference No. (as per Procurement Plan): AN-IRC-NRPB-87082-CS-QCBS

The Government of Sint Maarten has received financing from the World Bank toward the cost of the EDMP and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include **Supervision of Works for Shipwreck Salvage and Shoreline Cleanup** with an estimated level of effort of professional staff of 450 key staff-days during the period of the assignment, now calculated as 5 months for implementation and a total duration of contract of 7 months. The assignment is expected to start by April 2020.

The detailed Terms of Reference (TOR) for the assignment is attached to this REOI (Annex 1).

The NRPB in its role of Implementing Agency for the EDMP now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- 1) Minimum of 10 years in Environmental Supervision. Up to 20 points.
- 2) Minimum of 8 years in Marine-related industry. Up to 30 points.
- 3) Experience of supervision of shipwreck salvaging in similar contracts (similarity based on salvage of multiple vessels at the same time as well as cleanup of shoreline (minimum of three projects in the last 10 years). Up to 30 points.
- 4) Technical capabilities of the firm in terms of staff and quality assurance systems. Up to 20 points.

Key Experts will not be evaluated at the shortlisting stage but only overall staffing capacity of the firm.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2017 and August 2018 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Quality and Cost-Based Selection (QCBS) method set out in the World Bank Procurement Regulations.

Further information can be obtained by sending an email to procurement@nrpbsxm.org.

Expressions of interest must be delivered in writing to the address below by e-mail by **December 2, 2019 at 14:00 p.m.**, Sint Maarten time.

Attn:

EDMP Project Implementation Unit NRPB
Walter J. Nisbeth Road 57
Philipsburg, Sint Maarten
procurement@nrpbsxm.org.

ANNEX 1

Terms of Reference

Monitoring and Supervision for Shipwreck Salvaging and Shoreline Cleanup for

Sint Maarten Emergency Debris Management Project (EDMP)

Article 1. Background

1.1 Context

The island of Sint Maarten was hit by one of the most powerful hurricanes ever measured in the Atlantic basin on September 6, 2017, leaving a trail of destruction on the island. The World Bank estimated damages and losses related to Hurricane Irma at US\$1.38 billion (129.5 percent of GDP) and US\$976.5 million (91.8 percent of GDP). The 2017 hurricane season left behind a large amount of shipwrecks in St. Maarten's waters. Specifically, in those areas with strong marine activity of which the Simpson Bay Lagoon is one. While private parties have removed their wrecks, it is estimated that up to 82¹ shipwrecks remain in the Simpson Bay Lagoon that still require salvaging and decommissioning.

The debris flow puts tremendous pressure on the Disposal sites on Pond Island (Disposal Sites), which already reached its capacity before 2018. The Disposal Sites contain two sites that receive debris: a) a temporary storage area designated for debris from the hurricanes and reconstruction activities, and for automobiles stripping, crushing, and metal processing; b) the municipal disposal site, where debris is mixed with household and commercial waste, including an area for rubble processing. Remaining debris becomes a barrier to reconstruction and serves as a breeding ground for vermin, leading to negative aesthetic impacts and posing health risks to the population. Currently, hurricane debris and debris resulting from reconstruction activities are not separated, recycled or treated properly, but accumulated at temporary storage and the municipal disposal site with health and environmental risks. Abandoned ships also pose risks to properties, navigations, and surrounding environment, particularly in and around the Simpson Bay Lagoon.

The National Recovery Program Bureau of Sint Maarten (NRPB) as Project Implementation Unit of the EDMP is leading the Ship Recovery, Salvaging, Decommissioning, Cleaning Lagoon shorelines activities, which would be monitored and supervised under this contract. The Ship Recovery, Salvaging, Decommissioning, Cleaning Lagoon Shorelines contract will provide labor, materials and equipment for raising, depolluting and decommissioning and legal disposal of sunken, grounded, moored, landed or otherwise abandoned vessels shown in the Vessel Inventory Spreadsheet in Annex

¹ As per inventory Simpson Bay Lagoon Friday June 14, 2019

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Article 2. Project Implementation Arrangements

The National Recovery Program Bureau (NRPB) is established by law as the Project Implementation Unit for projects financed under the Sint Maarten Recovery, Reconstruction and Resilience Trust Fund (hereafter ‘the Trust Fund’). The NRPB will carry out technical, administrative, legal, financial, and procurement responsibilities and will be staffed to lead project implementation. It will have overall responsibility for ensuring compliance with fiduciary agreements, procurement regulations, social and environmental management, monitoring, reporting, and evaluation of processes and results. It will coordinate all aspects of the project with relevant ministries and conduct consultative and reporting functions directly to the Prime Minister and the Minister of General Affairs.

The Ship Recovery, Salvaging, Decommissioning, Cleaning Lagoon Shorelines is an activity under the Emergency Debris Management Project, managed by the NRPB in close collaboration with the following line ministries:

- Ministry of Public Housing, Environment and Public Infrastructure (VROMI)
- Ministry of Tourism, Economic Affairs, Transport and Telecommunications (TEATT)

VROMI will provide technical advice on debris management, and its Solid Waste Manager will liaise with the NRPB’s EDMP Project Manager who oversees the Emergency Debris Management Project. The NRPB’s EDMP Project Manager will report to the responsible National Recovery Program Manager, deliver ToRs and technical specifications to the procurement team of the NRPB, and act as a coordinator for the Activities.

VROMI will coordinate with TEATT’s Department of Civil Aviation, Shipping, and Maritime Affairs and the Ministry of Justice as needed and liaise with the Nature Foundation and the Simpson Bay Lagoon Authority for vessel recovery and salvaging activities.

Article 3. Scope of Work

1.2 Objectives

The objective of this assignment, on behalf of the Government of Sint Maarten, is to supervise the Activities as described above, i.e. shipwreck and shoreline debris removal and disposal, so as to:

1. Ensure full compliance of Activities carried out by Contractors with Contract Documents including technical documentation and other stipulations;
2. Ensure completion of work on time and on budget;
3. Ensure high quality standards in the execution by providing supervision personnel with experience in post-disaster debris management supervision and contract management.

The general scope of services, should include but not be limited to, the following tasks for all Activities as described above:

1. Conduct site monitoring and supervision, review and approve location plans, health, safety and environmental management procedures, occupational safety, permits and other relevant project requirements, etc. following the Project's Environmental and Social Management Plan, available online at www.nrpbsxm.org and on request to procurement@nrpbsxm.org;
2. Liaise with the NRPB, VROMI, TEATT and Contractor's staff on daily works, and assist in problem solving;
3. Monitor contract progress, conduct quality control of engineering works, detect bottlenecks, evaluate contractor performance, review interim payment certificates, and report to the EDMP Project Manager;
4. Review and monitor planning schedules, analyze potential or occurring constraints/delays, oversee the implementation of remedial measures, and reschedule priorities for the Contractors as needed, in coordination with EDMP Project Manager;
5. Prepare reports related to monitoring and supervision services, with experts' participation in service delivery and links to reporting requirements clearly defined;

1.3 Project Inception

At this stage the Consultant² shall:

1. Participate in a kick-off meeting with NRPB, Government line Ministries, World Bank staff, employers and Contractors;
2. Review and verify legal and technical validity of contractual documents, insurances, work contracts, etc. and identify gaps or inconsistencies;
3. Obtain a thorough understanding of the Activities, proposed methods, evaluation criteria, scope, nature, and quality of the work;
4. Ensure that the contractual clauses, with respect to both quality and quantity of work are respected, and the works are constructed in accordance with the provisions of the works contract;
5. Verify the inclusion of appropriate strategies and budgets in the technical specifications for all Activities;
6. When applicable, comment on Contractors' proposals for any additional work required for the successful completion of the activity;
7. Acquire full understanding of pertinent documentation such as environmental and social management plans (ESMPs) and health and safety (H&S) plans;
8. Investigate sites, local conditions, and all requirements that may affect the performance of the contracts, and verify all representations upon which the Consultant will rely on;
9. Discuss with the NRPB and other key stakeholders to understand implementation status, basis for site selection, the various manuals and guidelines prepared for the project, specific concerns of the NRPB, if any, and the nature and frequency of various quality control and

² "Consultant" and "Supervisor" will be used interchangeably to designate the firm awarded with the work described in these Terms of Reference.

monitoring tests to be performed on Activities, and reporting arrangement.

After the initial study and discussions, the Consultant shall prepare and submit a Project Inception Report, within 30 days of contract signature. The Inception Report would include following items:

1. Detailed methodology for execution of the quality control, including the various tests that will be conducted and outlining monitoring and supervision procedures;
2. Detailed methodology for checking compliance with ESMPs and applicable policies and legislation pertaining to sound environmental management practices and workers' safety;
3. Monitoring and supervision plan clearly identifying the monitoring and supervision stage for each type of work;
4. Overall team deployment schedule;
5. Reporting templates including schedule of reporting and verification of compliance to observations;
6. Reporting and escalation protocols including methodology for integrating the monitoring and supervision results in payment certification system.

Within 15 days of contract signature, the Consultant shall prepare and submit a Quality Assurance Plan describing all planned actions for monitoring and supervising Activities described in items (i) and (ii) above, and detailed Reporting Formats. The Quality Assurance Plan would include following items:

1. Checking the Contractors' compliance with requirements in contractual agreements;
2. Checking the Contractors' equipment and material sources proposed by Contractors and recommend the same for approval to the NRPB;
3. Evolving a system of quality assurance of works, including, but not limited to establishing monitoring frequencies and acceptance criteria for all Activities based on the specifications and contractual agreement;
4. Inspecting the performance of the work regarding workmanship, compliance with the specifications, etc.;
5. Issuing orders to the Contractor to correct or make good any work which is found to be: 1. Non-compliant with the specifications in terms of either Activity plans, specification or contractual agreement; 2. work which has not been inspected for acceptance or reflected as unacceptable;
6. Maintaining records of all monitoring and supervision works on Activities sites and in supervision office and demonstrating supervision log upon requests;
7. Reporting formats including schedule of reporting and verification of compliance to observations.

1.4 Execution of Monitoring and Supervision

Monitoring and supervision shall start in line with ship salvaging Activities. The Consultant will be primary responsible for monitoring and supervising the execution of Activities in accordance with the approach and methodology agreed in the Inception Report and Quality Assurance Plan.

Monitoring and supervision require compiling, managing and storing information and data from multiple sources. Accurate data management and documentation is critical to verify that debris operations meet public policies and guidelines, costs are consistent with contract prices, quantification of the debris is accurate, and the tracking of the debris to its final location is recorded and in compliance with all regulatory requirements. The Consultant shall develop TOR to implement a data management system based on a commercial application like Excel or Access, to provide a paper-free environment, along with easy access to documentation and safe data storage capability. The system should have the potential to be converted to a permanent system which would be transferred to the Government at the end of the contract, therefore, compatibility of all proposed software and formats with the current SW and HW in place at NRPB must be verified prior to implementation.

Supervision covers activities and tasks listed below:

1.1.1 Vehicle and Barge Verification

The Consultant shall understand the enforcement of vehicle safety and maintenance criteria as a measure to protect the public and project personnel, and:

1. Obtain certification and truck/barge measurements documentations, and review their compliance with government requirements;
2. Develop a criteria checklist for truck/barge certification;
3. Structure a spreadsheet of truck/barge measurements (e.g. load tickets, truck/barge numbers, modified vehicles attributes) and summary books of all vehicles for verification and quality control purposes;
4. Create photo documentation of each measured truck;
5. Conduct periodic or suspicious spot checks and re-certify trucks as necessary to discourage vehicle modification;
6. Conduct periodic and random volume capacity verifications of certified recovery vehicles.

1.1.2 Administrative Control

The Supervisor will oversee the Contractors' compliance with legal and contractual dispositions over personnel, security, and other administrative tasks, related to the execution of the works and services under the Activities.

The Consultant shall:

1. Maintain records of contracts and subcontracts information, and provide administrative support to contractors;
2. Review and verify payments requests from all contractors for ongoing and appraising Activities, recommend approval of monthly valuation, and oversee payment expenditures as planned for the project;

3. Act on behalf of the NRPB as Employer Representative in official correspondence with relevant contractors regarding any contractual matters and represent the NRPB in the contractual relationship for the implementation of the Activities;
4. Request guarantee letters from contractors as required by the NRBP, verify their authenticity and alignment with the contracts, and ensure they are up to date until the completion certificates are issued;
5. Request and review of the various documents prepared by the contractor as required by the NRBP such as code of conduct, labor procedures, job hazard analysis, monitoring reports;
6. Coordinate with the NRPB on staff hiring as per contract;
7. Inspect facilities, materials and equipment provided by contractors and advise on risks reduction, e.g. material damage, personal or third-party injury, environmental impact;
8. Convene regular meetings and communication with contractors for implementation updates;
9. Oversee quality assurance and quality control procedures for supervision activities and contract management;
10. Advise the NRPB on dispute resolutions and arbitral proceedings, and prepare substantiated reports;
11. Receive, review and provide the NRPB with expert opinion on any changes and/or modifications to the contract initiated or communicated by the contractors, e.g. change orders, time extensions, eventual Activities suspension, etc.
12. Maintain records, develop worksheets/databases and other documentations as required, including but not limited to supervision log, invoices, scale and/or load tickets, and payment certificates, etc. on site and in supervision office;
13. Report activity updates pertaining to monitoring and supervision to the NRPB following reporting requirements;

1.1.3 Quality Control

The Supervisor shall perform quality control of all Activities executed by the contractors in accordance with the plans, approved technical specifications, and laws and regulations. These include, *inter alia*:

1. Review and advise on modifications to Activities and suitable corrective activities, communicate its opinions to the NRPB, resolve all technical issues raised (designs, technical specifications, etc.), and ensure alignments with the approved plans;
2. Perform quality control of sites, facilities, equipment, materials, personnel, and administrative process:
 - a. Provide technical review to material quality tests results (where applicable, concrete, masonry, materials, supplies, compaction, protocols for electrical and

sanitary installations, and others);

3. Perform quality control of Activities to ensure quality and timely delivery in accordance with existing plans, technical specifications, terms of reference, and health, safety and environmental requirements, etc.:
 - a. Verify that hazardous wastes and fiberglass are not mixed into loads;
 - b. Mark ineligible load tickets;
 - c. Measure debris quantity by type in cubic yards in disposal facility, and hauling trucks and trailers;
 - d. Verify documentation of shipwrecks salvaged/raised, depolluted, decommissioned, and disposed;
 - e. Ensure that the contractors correct, during their liability period for defects, any construction defects or others found and issue the related defect correction certificate;
4. Perform safety control of the Activities and manage access to roads, circulation and signaling systems, storage and handling of materials, etc.;
5. Prepare incident reports when Activities cause any damage to public or private properties, and arrange damage assessment as requested by the NRPB;
6. Answer and document contractors' miscellaneous queries, and notify the NRPB as needed;
7. Issue completion certificates;

The Supervisor/Consultant is responsible for any omissions, errors, deficiencies and/or legal and technical violations occurring due to misinterpretation of the Project documents during the period of execution of the Activities.

1.1.4 Schedule Management

The Supervisor shall ensure Activities are executed following the planned schedules. These include, *inter alia*:

1. Review and approve proposed work schedules for all Activities presented by the contractors;
2. Review in detail the Activities progress schedules, the calendar for the acquisition of materials and utilization of mechanical equipment, and manuals that the contractors present before the commencement of Activities.
3. Oversee the physical and financial progress, including the guarantees and insurances, about their amounts and validity;
4. Review and inform the NRPB about any certificates of advancements of works presented by the contractors;

5. Report to the NRPB of any request of changing schedule from Contractors, within five (5) days from receiving it.

1.1.5 Environmental, Health and Safety Control

1. Review the implementation plan and schedule of the environmental and social mitigation plans;
2. Verify and oversee Activities included in the ESMP, and H&S, in compliance with applicable standards required by the NRPB;
3. Review and give conformity to the reports from Contractors related to the implementation of the pertinent environmental and social safeguards instruments.

1.1.6 Final Payment Closeout

1. Receive and review Work Completion and Results Report from Contractors, which should contain technical and financial details according to the procedures established in the contractual agreements, in order to execute the transfer of the infrastructure and equipment to the Government.
2. Record reception of the work and inform the NRPB, within five (5) days from reported Activity completion;
3. Review and document Activity results, and ensure its compliance with workplans and applicable standards;
4. Review and report in written format to the NRPB any pending issues related to the Activity;
5. Prepare the completion certificates for the NRPB signature upon successful verification and validation of contractor's compliance with its contractual agreement;
6. Present a Final Work Report, within thirty days from the Reception of Works, documenting quality control test results and characteristics of the materials, etc.;

After the Supervisor verifies the completion of the work, the NRPB will designate a Reception Committee within seven (7) days from receiving the communication from the Supervisor. The Supervisor shall:

1. Integrate Work Reception Committee and participate throughout the process of Reception of the Work;
2. Integrate the commission for physical and inventory verifications in case the contract is terminated;
3. Carry out Liquidation of the contract in addition to the Pre-Liquidation, the Descriptive Report and final work plans.

1.5 Grievance Redress and Dispute Resolution

Communities and individuals who believe that they are adversely affected by a World Bank-supported project may submit complaints to existing project-level grievance redress mechanisms (GRM). The GRM ensures that complaints received are promptly reviewed to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit www.worldbank.org/grs. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org. The contractors shall be responsible for responding to all public or private property owner complaints concerning service and claims of damage caused by the Activities. The Consultant shall:

1. Log complaints and present to the NRPB on a monthly basis, for the latter to determine Contractor's responsibilities and retainage;
2. Develop communication program and dissemination materials for the main stakeholders affected by the Activities:
 - a. Communicate to general public the schedule of activities, eventual delays, etc.;
 - b. Support the Government of Sint Maarten in producing and disseminating communication and instructional materials related to Activities, e.g. health and safety instructions, logistics of debris management, etc.
3. Ensure effective and functioning grievance redress systems are in place on each Contractors' operating sites, through the entire project.

1.6 Reporting

NRPB will be in charge of the execution of this assignment. The Consultant will submit all reports to the NRPB following the specified timelines. The field visits – which shall be an ongoing activity – shall be undertaken as per the monitoring and supervision strategy finalized. The reports shall highlight for each contract package, status and progress of work, audit opinion, status of compliance to earlier observations, critical issues, follow-up actions, and good practices and lessons learnt. The Consultant shall:

1. Prepare and consolidate monitoring and supervision reports once a month, covering sites visited, and submitted within seven (7) days of completion of the month;
2. Report immediately to NRPB any critical issues requiring stoppage of work, through different means (telephone, SMS, e-mail, etc.);
3. Prepare and submit project completion report at the end of the project or this consultancy assignment;

4. Report non-compliances immediately (on real-time basis through e-mail and/or any other agreed means) and communicate simultaneously to the concerned engineer, line department and the NRPB;
5. Work with the World Bank's implementation support missions upon the request of NRPB;
6. Make presentations on monitoring and supervision findings at the designated forums as and when required by NRPB;
7. Comply with any other reporting requirements as agreed in the project inception stage.

Article 4. Team Composition

The Consultant shall organize a team of personnel of proven competence and experience to undertake the tasks defined in this ToR, including adequate support staff (interpreters, secretary, drivers, accountant, etc.). The Consultant should adopt a transparent selection process and allow active participation of local professionals where available. A suitable mix of international and local staff in the Consultant's team is encouraged.

The Consultant shall submit detailed CVs of all its team members assigned to this contract and personnel arrangement. All key staff should have minimum bachelor's degree or equivalent qualifications from accredited educational institution. The selection/replacement of experts shall be subject to approval by the NRPB.

Government officials and civil servants of the beneficiary country cannot be recruited as part of the teams, in reference to the [World Bank Consulting Guidelines](#), para 1.13 (d)).

For each of the positions listed below, the consultant may adjust the number of staff as required. At a minimum, the team should consist the following:

	Position	Minimum Qualifications	Minimum Desired Experience
Key Staff			
1	Project Manager	Graduate Civil Engineer with proven experience in Disaster Recovery /Ship Salvaging/ Waste Management/ Civil Engineering / Planning / Engineering/Business Administration	At least 20 years' experience in multi-location disaster recovery and debris management projects, at least 12 of them in management. Experience of managing large multidisciplinary teams is essential. Familiarization with shipwreck salvaging management techniques is essential. Experience of working in the coastal areas and islands will be an added advantage. Experience of having conducted technical monitoring and supervision for multi-lateral development agency's projects is desirable.

2	Operations/Field Manager	Graduate in Marine Engineering or at least 10-year demonstrated experience as a practitioner in shipwreck salvaging.	Demonstrate expertise in ship salvaging and post disaster recovery in coastal areas and islands. Experience of conducting technical monitoring and supervision for WB projects is desirable.
3	Environmental and Social Specialist	Graduate in Environmental Engineering or equivalent	At least 5 years of experience in supervision of environmental compliance in civil engineering and should have proven work experience in technical monitoring and supervision teams in the past. Should have relevant experience in environmental and social standards compliance in engineering projects. Experience in working in coastal areas and islands will be an added advantage.
4	Monitoring and Evaluation Specialist	Graduate in Disaster Recovery / Waste Management/ Civil Engineering / Planning / Engineering or equivalent	At least 5 years of experience in the field of civil engineering, waste management or post disaster recovery and should have managed technical monitoring and supervision in the past. Experience in having conducted technical monitoring and supervision for multi-lateral development agency's projects is desirable.
5	Safety Manager/Compliance Specialist	BSc/BA/ Diploma in occupational safety or similar relevant field	At least 5 years of experience in the field of civil engineering/industry and post disaster recovery and should have relevant technical monitoring and supervision experience. Familiarity with maritime safety and diving safety is required. Understanding of legal health and safety guidelines, data analysis and risk assessment. Outstanding attention to detail and observation ability.
Support Staff			
1	Data Support personnel	Diploma / High school degree or equivalent	Proven experience as data entry clerk and in supporting logistics arrangement. Working knowledge of office equipment and computer hardware and peripheral devices. Basic understanding of databases. Great attention to detail.
2	Debris Site Security	Diploma / High school degree or equivalent	Proven work experience as a security guard or relevant position. Ability to operate detecting systems and emergency equipment. Excellent knowledge of public safety

			and security procedures and protocols. Surveillance skills and detail orientation. Trained security officer with diploma preferred.
3	Administration Assistant		
4	Operations/Field Coordinators		

Article 5. Qualifications

The firm is required to have a track record demonstrating successful expertise and experience:

- More than 10 years of experience in disaster response and salvage, decommissioning and disposal of vessels, marine debris, hazardous debris.
- In-depth knowledge of the issues and challenges in marine/vessels public and private properties debris management, disaster response and recovery guidelines and regulations, public involvement;
- Strong established approaches and ability to mobilize staff for immediate start;
- Track records of 2 contracts involving salvage, decommissioning and disposal of multiple vessels, in the past 15 years, with strong references from clients upon contract completion;
- Capability of providing clients with in-house training and certification of emergency management;
- A strong team of experienced experts specialized in the areas identified in scope of work.

Article 6. Deliverables

The work should start immediately after signing the contract and will be performed over a period of 7 months. It is expected the scope of services outlined above and deliverables listed below will be started by April 2020.

Deliverables	Number	Date
1. Inception Report	1	15 days after Contract commencement
2. Quality Assurance Plan and Reporting Formats	1	15 days after Contract commencement
3. Monthly Report	5	Within 7 days after each month
4. Project Completion Report	1	Within 7 days after receiving of signed hand over agreement
Noncompliance event report/ Critical issue reports		Immediate

Article 7. Contract

A time-based contract is intended to be signed with the winning consultant.