

## IV. Appendices

### APPENDIX A – TERMS OF REFERENCE

#### *The context*

The Government has decided to reconstruct the “Kurty - Burylbaital” (two lots) with the total length of 85 km and “Uzynagash - Otar” (three lots) of the road with the total length of 96 km of the above road corridor within the framework of the Road Sector Development Program for the period 2018-2020, with financing from the World Bank towards the cost of the above Road Sections, and intends to apply part of the proceeds for consulting services. The detailed design for civil works and bidding documents have been completed. The prequalification for civil works has also been completed. The Project’s critical component is the procurement and management of civil works.

For the execution of civil works contracts and their management, the Committee for Roads (the Committee) is looking for a Project Management Consultant (the PMC) to work with the Committee. The PMC team shall complement the CR’s capacity and staffing by providing technical support, reporting progress, and conducting other tasks as identified in paragraph of this document. The PMC team shall be responsible for, among others, the following:

- First, the PMC team will assist the Committee during the implementation of the Project by reviewing the engineering design, reviewing the preparation of the bidding documents, assisting the Committee during coordinating and ensuring quality control of the works, verifying payment certificates before presentation to the Employer<sup>7</sup> for approval and signature, and preparing progress reports. The participation of the PMC team shall result in a better control of the implementation schedule and the provision of quality assurance for executed works, goods and services.
- Second, the PMC team will transfer knowledge and skills to the Committee staff through training and day-to-day operations during their stay. It should aim at a systematic transfer of knowledge and best practices to Committee staff so that upon the expiration of the PMC contract the Committee can attain a self-sustaining capacity to conduct quality projects in the future. Transfer of knowledge will be respective: financial management officers will train Committee staff who are responsible for finance; public relations officer will train staff who are dealing with public relations; environment specialist will train staff who is dealing with environmental issues; social development specialist will train staff who are responsible with social issues; road engineers will train technical staff. Team and deputy team leader shall execute training to all staff sharing best international practices.

Deep details of the way training are made shall be reflected in reports. It shall be both on job training and classroom training depends on subject.

<sup>7</sup> The Employer indicates the client of the Project for the duration of the contract, as defined by the FIDIC.



- Third, review and revise the existing “Book of Standard Technical Specifications for the Construction and Repair of Roads and Bridges” and the Technical Specifications currently being used for the construction of roads and bridges in Kazakhstan. These documents are prepared by different design organizations and vary for different projects even for the adjacent lots of the same nature. Some designers have given more detailed information, and some have given less information for the same type of work like asphalt-concrete work, concrete work, etc. In addition, lots of inconsistencies were found in the Technical Specifications while preparing the Preamble to BoQ and BoQ in the description of the various items of works
- Finally, the fourth, prepare the draft Standard Technical Specifications for the Construction of Roads and Bridges Works” by adopting the appropriate normative and typical technical specifications, similar or close to developed countries level, that will cover major part of the construction and repair of roads and bridges and will be one for all similar works for the entire Kazakhstan and will comply with both national and international standards.

#### ***The PMC Structure***

The overall structure of the PMC team is shown in Table I

**Table 1: PMC staffing**

The table is tentative and that the applicants in their technical proposals may adjust the table and come up with different work force

<b>Position</b>	<b>Staffing</b>	
	<b>person</b>	<b>months</b>
<b>Key experts</b>		
Team Leader	1	36
Deputy Team Leader	1	36
Social Safety Development Specialist	1	18
Environment Specialist	1	18
Public Relations Officer	1	36
Road Engineer	2	36+36
Total key experts	7	216
<b>Non-key experts</b>		
Financial Management Officer	1	36



Translators	3	36+36+36
Office-manager	1	36
Total non-key experts	5	180
<b>Total</b>	<b>12</b>	<b>396</b>

Accordingly, PMC team consists of key experts:

Team Leader, Deputy Team Leader, Social Safety Development Specialists, Public Relations Officer, 2 road engineers

And non-key experts:

Financial Management Officer, 3 translators and 1 office-manager.

The present TOR describes the role and responsibilities of the Team Leader, the Specialist Officers including the Deputy Manager, and the PMC team during the implementation of the Project. It is strongly recommended that applicants analyze the Project objectives, scope of works, requirements, financing and schedule for the activities and reflect them in their technical proposals. The proposal should clearly describe how the applicants will organize their work to help the Committee implement the Project and to organize the transfer of knowledge to Committee staff.

The PMC team shall take into consideration constraints that the implementing agency of Kazakhstan has faced:

Supervision of works has been weak. The most important reasons are (i) lack of skills in some supervision teams, (ii) lack of skilled labor and appropriate equipment of the contractors, and (iii) poor quality of material used in construction. Supervising engineers need a much closer monitoring by the Committee and it is therefore proposed that this function be carried out with the assistance of the PMC team.

### *1. The PMC's counterparts*

During the course of Project implementation, the PMC team will interact with the following counterparts:

- The PMC team represents an independent body that interacts on a daily basis with the Committee. The PMC team's main counterpart in the Committee is the Project Director who will be appointed by the Ministry of Investments and development. The PMC team provides the Committee with additional capacity. They also train the Committee's staff in Astana and in Oblast offices. The Committee represents the Employer, both for the PMC contract and for the various contracts for works, goods and services that are financed by the Project and implemented by the PMC team. The



Committee delegates the project implementation tasks to the PMC, but remains in charge through the Project Director;

- **Other government units:** During Project implementation, the PMC team shall be in close dialogue with several stakeholders, including the Finance Divisions of the Mold and officials on the Oblast, Raion and community levels. The PMC team shall cooperate with stakeholders in dealing with relevant matters and transfer knowledge and experience as necessary;
- **The civil works Supervision Teams:** There are supervision teams on site, independent of the PMC team and the Committee. Each supervision team will perform the duty of the resident engineer as per FIDIC definition, whereas the PMC team will remain the representative of the Employer (a delegation from the Committee). Because the supervision teams are based in the field, the PMC team too will need to travel frequently to the field;
- **Consultants and Suppliers:** For the contracts other than civil works (e.g., goods and services under component 4 of the WB Project), the PMC team interacts directly with consultants and suppliers. The PMC manages the various contracts, checks the quality of the goods, reviews consultant reports and recommendations, and prepares all payments for the Committee to process them.

#### General description of the service

The assignment aims at the full and comprehensive implementation of the Project (Project description and objectives are attached under Appendix III). The PMC team provides the Services, which will ensure the full execution of its duties as required by the TOR. If the applicants believe that additional activities are necessary for successful implementation of the Project, such information should be included in their Technical Proposal.

As it is already being mentioned, the PMC team role is threefold: (i) to implement the Project, (ii) to facilitate institutional building, and (iii) to help the Committee meet disbursement conditions of the WB Project as identified in the dated covenants. The consultancy services are expected to result in a rigorous control of the implementation schedule and the quality of the works. Training and knowledge transfer take place both at operational and managerial levels. Training through hands-on experience should cover design review, preparation of the bidding documents, and bid evaluation. The Services of this consultancy should cover the project implementation period (3 years as defined).

The day to day supervision of the civil works will be contracted out by the Committee to supervision consultants based in the field, who will act as the resident engineers. The PMC team will be responsible for monitoring the performance of the civil work supervision teams. It is expected that the PMC's presence in the field will be commensurate with that responsibility.



During their assignment, the PMC team is expected to establish meaningful cooperation with the Committee management and Committee key staff. PMC management will be held responsible for any deviation from the TOR or from the objectives assigned to the Project. Performance of the PMC team will be evaluated quarterly based on the parameters described later in this TOR. If the overall performance of the PMC team is less than satisfactory, the Committee will have the right to ask for the replacement of PMC management or key staff, or to terminate the contract with the approval of World Bank after a review.

Detailed description of the services. The scope of the Services is categorized following three sections:

#### A. Implementation of the Project

*Management of the existing website: Europe - China. KZ, including routine update of the websites if required*

*Review of detail design*

The PMC team is required to review, verify and comment the detailed design of the road works. In reviewing the designs the PMC team shall ensure that appropriate standards and recognized international best practice have been applied to the design.<sup>8</sup> The PMC team is expected, when the design does not adequately cover the scope of the works or does not comply with internationally accepted design practice, to submit substantiated recommendation for design modifications or amendments. Simultaneously with the review of the designs the PMC team shall review and amend, if necessary, the specifications, method of measurements, and the bill of quantities. The PMC team shall review Environmental Management Plans (EMP) and its compliance with the Kazak legislation and Asian Development Bank requirements.

*Construction Management:* The PMC team is responsible for oversight of the consultant teams who will supervise the civil works financed under the project. This assignment will last the entire Project implementation period. The PMC team shall develop a quality management system to ensure that quality of the civil works and their supervision meet the requirements set forth in the bidding documents and the relevant Kazak legislation. The PMC team shall ensure that the Committee will be trained to manage the civil works contracts during the defects liability period that will follow the completion of the works. The construction management provided by the PMC will mainly consist of the monitoring and managing the following activities that are initiated by the supervision teams: (i) checking and approving guarantees, bonds and insurances; (ii) review the contractors' quality assurance plans; (iii) set-up cost control systems, quality control systems; (iv) approve the contractors' work programs, equipment and resources; (v) monitor the progress of the works and participate in regular site progress meetings; (vi) supervise and monitor the implementation of the EMP<sup>9</sup>; (vii) issue quarterly progress reports for the works; (viii) verify and approve

<sup>8</sup> It is advised that the road design be prepared on the basis the SNIP norm; however, the Eurocode or the AASHTO standards may be referred to as necessary.

<sup>9</sup> The PMC team should act as an independent supervisor to ensure that the EMP, which part of the contract documents, is fully



the interim certificates for monthly payments, and final payment certificate; (ix) monitor all the financial disbursements and estimate the projected final cost of the works on a quarterly basis; (x) ensure the adequacy and authenticity of all certificates, insurance, performance and other bonds and sureties, indemnities, ownership of plant, etc; (xi) recommend any changes in plans and specifications, which may prove necessary or desirable during the course of construction or subsequent to construction works, together with the production of the necessary revised plans, specifications, etc. for any changes which need to be approved by the Employer; (xii) clarify the requirements of the contract documents where ambiguities and misunderstandings on the part of the contractors may exist; (xiii) advise the Committee on possible ways to reduce project costs; (xiv) advise on any claims, modification of contracts, or contractual problems arising during the works and prevent claims and delays to works whenever feasible which may lead to postponement of the completion date; (xv) review the technical inspection (auditing) results by the Oblast Road Laboratories to ensure that the works are undertaken in compliance with the requirements; and (xvi) prepare the taking-over certificates.

Information, education and communications (IEC): The PMC team shall ensure that (a) each Contract includes funding for an IEC campaign; (b) the contractors employ a service provider to conduct the awareness campaign for construction managers/workers and communities living in the site area; (c) the campaign is undertaken using the IEC Toolkit prepared for the Bank *and* suitably modified for Kazakhstan. The PMC team will be responsible for supervising and monitoring the IEC activities under each Contract within the project implementation area and providing the monitoring and evaluation of the data listed in the Toolkit.

Communication, information to the public: All road program information including the procurement information must be public and transparent. For example, making the road investment plans public (with the program for the specific works, when possible) will help reduce speculative behavior. The PMC team shall develop a proposal for the communication plan, which shall include a grievance redress mechanism. The plan shall be approved by the Committee and obtain “no objection” from the Bank. “Users Satisfaction Surveys” or “Citizen Report Cards” is also an efficient mechanism to monitor the efficiency of the implementation of the communication plan and of the project.

The PMC will help manage an awareness campaign (campaigns) under the project during the implementation period. Informing all local communities along the corridor about the Project shall remain the main objective. Necessary information includes, but is not limited to, types of works and schedule, services provided in settlements, any inconvenience connected with the construction, work-zone safety measures, and companies involved. The focus will be on the investments financed by the Asian Bank. The PMC will develop a charter for the campaign and submit it for approval to the Committee management. The campaign will target a large audience. Several products may target different groups and cover different matters (local communities, public at the national level, construction industry, public awareness campaigns on road safety, HIV/AIDS, etc) using different media. The support for

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implemented, albeit that this assignment does not relieve the site supervisor for not supervising the contractor's fulfilling the contract requirements.



the media shall remain inexpensive and the priority should be given to frequent and concise messages.

The PMC will cover all costs for informing the community (including procurement announcements, publishing of procurement announcements in mass media, etc.), for communication services (video and audio conferences), for mail delivery at the expense of its own budget, as and when necessary.

#### B. Institutional Development and Skills/Expertise Transfer

Institutional restructuring/building: The PMC team shall provide consultancy and technical assistance to help the Committee meet the objectives of the “Nurly Zhol” Road Program for Infrastructural Development 2015-2019. The PMC team’s assistance will include reporting and other activities to control implementation of the institutional building programs. In addition, during the course of separate consultancy services for institutional development and roads management system, the PMC team shall closely work with those teams and provide all necessary help. PMC will organize learning seminars for Client.

#### C. Compliance with conditions of disbursement of funds

Assistance to the Committee in fulfillment of dated conditions used as conditions for disbursement of funds:

The Asian Bank’s help is financed based on two-stage conditions of funds disbursements. The second stage of funds disbursement will only start when the milestones are met (indicated below) in accordance with the schedule approved in the Loan Agreement. During implementation of its assignment, the PMC will be responsible for monitoring and assisting the Committee in carrying out activities that will ensure compliance with the conditions for the dates indicated or earlier. The work of the PMC team will also be evaluated on the assistance provided to the Committee. The PMC group should focus its efforts on the following dated conditions:

- the investigation shall be carried out and recommendations shall be accepted to strengthen the Committee’s capacity and improve the overall condition of the republican road network in Kazakhstan;

#### Quality Management System

The PMC team is responsible for the development and implementation of a quality management system (QMS) to ensure fulfillment of the client’s needs. The objectives of QMS are (i) to provide a concrete framework for performance evaluation, (ii) to systematically control project quality based on internationally accepted standards, (iii) to detect potential problems early to minimize project costs, and (iv) to be accountable for and responsive to complex needs/wants of the client. Documentation and implementation of QMS shall satisfy the standardization established in the ISO 9001 or equivalent QMS frameworks that are proven to be effective.



### PMC team performance

Good performance from the PMC team is expected. The Committee management has expressed that it is therefore paramount that the PMC team be skilled at coordination and overall implementation of a large highway project.

The importance and the magnitude of the Project come as additional parameters in this context: should PMC team's performance be less than fully satisfactory, immediate corrective measures are required because otherwise there will not be enough time and resources to bridge gaps in the management of the Project. Therefore both the Committee and the PMC team will benefit from regular monitoring of the PMC performance, which will be updated every quarter in a formal report endorsed by the Committee management. The first report will be issued within 15 days following the inception report drafted by the PMC team. The report will remain concise and will mainly focus on the following evaluation matrix:

*Table III: PMC performance*

<i>Rating 1 (poor) to 5 (outstanding) or N-A (not applicable)</i>	Team Leader	Deputy Team Leader	Specialty Unit	Project Unit
<b>Professional Competence</b>				
• Professional expertise				
• Analytical rigor				
• Innovation and risk-taking				
• Technical grounding (strength of education)				
<b>Project/Task Management</b>				
• Team leadership				
• Task planning and execution				
• Applied, relevant experience				
<b>Cooperation with CR teams</b>				
• Focus on team building				
• Cooperation with CR management				
• Coordinating with the various partners involved				
<b>Communications</b>				
• Listening				
• Speaking persuasively				
<b>Resourcefulness</b>				
• Initiative and drive for results				
• Adaptability				
<b>Comments on assessments rated 1 or 2</b>				



If non-performance (i.e., rating 1 or 2) is detected and justified, mitigations/correction measures and agreement reached between the PMC management and the Committee should be described in the report. If no mitigation/correction measure is agreed upon, or if it cannot be implemented or fails, then individuals at the PMC will need to be replaced, or the PMC contract terminated after a review.

### Staffing

Applicants must indicate the names of persons who will perform specific functions in the project team and provide full biographies and any other relevant information. The PMC team members are expected to have a sound knowledge of highway engineering work and relevant previous experiences in highway detailed design and supervision in the region. They need to have significant knowledge and experience in implementing a comprehensive set of activities similar in nature and volume with the ones included in the Project. In addition to the technical expertise relating to highway construction, the PMC team should have specific experience in the management of environmental and social matters, sufficient knowledge of public consultations for major infrastructure projects, and the capacity to manage information and awareness campaigns.

The PMC shall employ adequate number of qualified personnel to be able to efficiently and comprehensively fulfilling the duties described above. On the basis of the team structure described in Appendix I, the PMC team is supposed to have the experts listed below (the list is tentative; the applicants can adjust it, in which case they will detail in their offer the composition of the team they intend to deploy). Employment of the following experts is financed by the Bank unless noted otherwise:

#### 2. Staffing

The applicants shall propose and justify the range of disciplines to be included in the core project team and the complementary skills of short-term specialists that will allow the PMC team to fulfill their duties. Inputs by foreign and local specialists should be clearly indicated. The applicants shall name individuals to participate in specified roles within the project team and provide full curriculum vitae and any other relevant information. The PMC team members are expected to have a sound knowledge of highway engineering work and relevant previous experiences in highway detailed design and supervision in the region. They need to have significant knowledge and experience in implementing a comprehensive set of activities similar in nature and volume with the ones included in the Project. In addition to the technical expertise relating to highway construction, the PMC team should have specific experience in the management of environmental and social matters, sufficient knowledge of public consultations for major infrastructure projects, and the capacity to manage information and awareness campaigns.

The PMC shall employ adequate number of qualified personnel to be able to efficiently and comprehensively fulfilling the duties described above. On the basis of the team structure described in Annex I, the PMC team is supposed to have the experts listed below (the list is



tentative; the applicants can adjust it, in which case they will detail in their offer the composition of the team they intend to deploy). Employment of the following experts is financed by the Bank unless noted otherwise:

Key staff with international experience: one team leader (global management and leadership),

Staff with local experience only: one deputy team leader, one public relations officer (Specialists Unit), one environment specialist, one social safety development specialist (Specialists Unit), and two road engineers.

Non-key experts: 1 financial management officer, 3 translators, 1 office-manager.

The minimum requirements for key staff (qualification, years of relevant experience) are described in the separate TORs under Annexes VII through XI. The total number of experts in the PMC team is 9.

Before any international staff of the PMC takes up or leaves his/her position, the PMC shall first obtain the agreement of the Committee as to the timing of the event. Similar agreement should also be obtained if proposed staff is to be substituted.

### 3. Facilities - Office Accommodation and Vehicles

The PMC is supposed to rent office space in Astana (area 100 m<sup>2</sup> not far from the Mold building). The PMC shall provide the equipment necessary to perform his services, i.e. office equipment (computers, printers, photocopiers, telephones and fax and software). The PMC shall also provide for all necessary administrative, secretarial, translation and interpretation services. The PMC will be responsible for provision and servicing of transportation (renting of 2 cars in Astana for the whole contract period, renting of 1 car on project sites during field visits) and accommodation for all his personnel and fully furnished apartments as applicable. The PMC is also supposed to provide office space for trainings and meetings at on its own account.

The Client will provide the following inputs and facilities: assistance with visas, project technical reports (Feasibility studies, Detailed Designs, including Environmental Impact assessment as part of detailed Designs

### 4. Time schedule

The Services to be provided by the PMC are expected to commence in June 2018, one month after the signature of the contract. The duration of the services (3 years) is a preliminary estimate and could be extended (both in volume and duration) if necessary.

The Consultant's total time input for the World Bank financed activities is estimated to be 396 staff-months over a period of three years. The applicants in their technical proposal can adjust the number of staff-months as the figures that are provided are only estimates



The PMC team is expected to complete their assignment when the last contract for works is completed. The PMC team will also manage the completion of the other activities financed under the project so that the Project can be completed as planned.

## 5. Reporting

All reports are to be submitted in Russian (or Kazak –to be discussed with the Committee at the beginning of the contract) to the Committee. English translation of the report is also to be provided. Reports should remain short and focus on findings and recommendations.

**Inception report:** Within a period of one month from appointment the PMC team shall submit an Inception Report, commenting upon the general organization of the Project and the setting up of the consulting organization for the purpose of his overall commitment to the implementation of the Project. The PMC team shall identify and give full details of any issues they consider likely to disrupt or delay the progress or that may otherwise affect the implementation of the Project.

**Finding Reports:** for each contract for work estimated to cost more than US\$10 million, the PMC team shall prepare and submit one or several design review reports to the Committee. The timing for issuing these reports remains the responsibility of the PMC team. The report should come soon enough in the process so that changes can be processed when necessary. The report will detail the findings and recommendation of the PMC to meet design standards and Project objectives regarding costs, sustainability of the investment, architectural and landscape matters, etc.

“Book of Standard Technical Specifications for the Construction and Repair of Roads and Bridges” and the “Technical Specifications” currently being used for the construction of roads and bridges Review Report: Within a period of six month from appointment the PMC team shall submit a draft review report of the above.

**Bid Evaluation Report:** The PMC team shall assist the Committee in the preparation of all Bid Evaluation Report for the Bank’s No Objection if any.

**Civil Work Completion Report:** On completion of each of the construction contracts the PMC shall prepare and submit a report about the construction. This report should be issued within 28 days after receiving the contractor's application for a taking-over certificate. The report should enable the Committee to verify that the works have been constructed in accordance with the contract and the regulations, and that the quality of works meets the specifications. The report should cover the following issues: (i) certification that the road is safe, in good condition, and that the various items of the road, their geometry and physical characteristic reach the standards that were in force at the time of the contracts signature, and that no element is missing and that the works can be endorsed by the Committee, this should be done in conjunction with monitoring and review of technical audits by oblast roads laboratories; (ii) significant adjustment to the original scope of work and the reason why they were made and lessons learned for future works; (iii) major problems encountered, their impact on the works and recommendations for further works; (iv) design issues and how they

were overcome; (v) cost of the works, deviation from the originally agreed price and rational for the deviation; (vi) implementation of the EMP; and (vii) contract management, claims from the contractor and their resolution, contractual problems, and overall performance of the contractors.

Social Census' and Social Assessment Reports: To meet the safeguards of IFIs, the PMC team will carry out a census of affected persons in areas where there is acquisition of private land, physical relocation of people or loss of private assets due to highway rehabilitation or construction (corresponding to the raion-level Resettlement Action Plans, which will assess the anticipated impact of the changes on the incomes of affected households. If the impact is expected to be greater than 10 percent, the census will propose measures to mitigate the impact. The team will also carry out social impact assessments in communities affected by bypasses to ascertain the expected impact of the bypasses on the communities and to propose measures to mitigate negative impacts, as relevant.

Quarterly Progress Reports: The PMC team shall submit Quarterly Progress Reports during the duration of the Project. The format of those reports should be adjusted if requested by the Committee. It is expected that the cooperation between the PMC team and the Committee will be such that the reports could focus on taking stock of progress and lessons learned rather than on informing the Committee management of the status of the project. Nonetheless, the quarterly reports shall cover the following key agenda: (i) overall statement of the progress of the works, (ii) details of finance management, (iii) review of the technical inspections completed by the Oblast Road Laboratories, and (iv) any problems encountered and a plan to mitigate or eliminate them. The report will also describe the activity and workforce deployed by the PMC team during the period. Acceptance of a quarterly report by the Committee management is the condition for payment of the PMC.

Draft Standard Specifications for Roads and Bridges Works: Within a period of twelve month from appointment the PMC team shall submit a draft Standard Specifications for Roads and Bridges Works Report.

Final Report: By the completion of their assignment, the PMC team will issue final report. The aim of this report will be to give a clear view on the outcome of the cooperation between the PMC and the Committee since the beginning of the assignment. The report should cover the entire set of activities that the PMC team will have implemented. It should take stock of the successes but also the difficulties and it should give to PMC recommendations for the future. Issuing this report will be a condition for the last payment to the PMC.

#### Key Considerations in Preparation of Technical Proposal:

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  - i. The consultant shall prepare its delivery schedule carefully so as to ensure that contractually obligated deliverables and outcomes takes place on agreed dates.
  - ii. Information management being an important part of this contract, the technical proposal shall include details of how the consultant shall share, store and communicate information in line with expectations defined in contract or as agreed between the parties.



- iii. The consultant shall propose mechanism that it will use to ensure that service meets quality acceptance criteria.
- iv. Teams will be made up of members with expertise relevant to the assignment.
- v. The consultant and its staff will be committed to build and maintain effective relationships with all parties concerned, including senior management, supervising staff, and contractors.
- vi. The consultant shall demonstrate willingness and ability to respond to non-forecasted demand and ensure timely response to issues arising in the execution and management of the civil works contracts.
- vii. The consultant shall propose improvement in processes, products and services that are credible and implementable.
- viii. The consultant shall adhere to contractor performance management principles and meet requirements for governance. It shall ensure that deadlines for inputs are met; actions from previous review meetings are taken according to agreed timeline; and disputes are resolved amicably as per dispute resolution framework.
- ix. The consultant shall propose a plan in its proposal for risk identification, management and mitigation, including plans to successfully meet legal contractual requirements and statement of works specification.
- x. The consultant shall be compliant with the time and quality for submission of invoices as per the stipulations in the contract.
- xi. The consultant shall ensure that the contract variation requests are valid, reasonable and justified over a reporting period.

