

SECTION B

CONDITIONS OF ENGAGEMENT

PART 2

CONDITIONS OF PARTICULAR APPLICATION



دولة قطر

STATE OF QATAR

اتفاقية الخدمات الاستشارية
الشروط الخاصة

Professional Services Agreement
Conditions of Particular Applications

**POST-CONTRACT PROFESSIONAL CONSULTANCY
SERVICES FOR REFURBISHMENT AND UPGRADING
WORKS FOR VARIOUS PUMPING STATIONS, CP-770**

PROJECT ID: IA 14/15 S 003 G

Conditions of Particular Applications

No Particular Conditions.

SECTION C
PROJECT BRIEF

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SECTION C
PROJECT BRIEF
PART 1
SCOPE OF SERVICES

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1. DEFINITIONS, ABBREVIATIONS AND ACRONYMS

1.1. Interpretation

- 1.1.1. For the purposes of the Project Brief, defined terms shall have the meaning set out in the General Conditions of Engagement. Additional defined terms necessary for interpretation of the Project Brief are set out below.

1.2. Defined Terms

- 1.2.1. **“Applicable Codes or Standards”** the engineering codes and standards identified by the Consultant, and non-objected by the Engineer, as being relevant and applicable to the Project, and which shall be used by the Consultant, third parties to achieve a uniformity of approach throughout the Project.
- 1.2.2. **“Assure”** means the task to review and give a statement of non-objection.
- 1.2.3. **“Assurance”** means the commitment to Assure.
- 1.2.4. **“Authority Having Jurisdiction”** means any Governmental, regulatory or code / standard review and / or enforcement agency having authority to review, approve or otherwise regulate the Project.
- 1.2.5. **“Authority’s Requirements”** means the document entitled Authority’s Requirements, as included in the construction contract or contracts, and any additions and modifications made thereto in accordance with the Agreement. Such document specifies the purpose, scope, and / or design and / or other technical criteria, necessary for the execution of the construction contract or contracts.
- 1.2.6. **“Authority to Mobilise”** means the formal permission for personnel mobilisation issued by the Engineer enacted using the Authority’s standard Authority to Mobilise (ATM) form.
- 1.2.7. **“Baseline Programme”** shall mean the programme as non-objected by the Engineer representing the Services to be provided under the Agreement.
- 1.2.8. **“BIM”** shall mean building information management and is defined as the process involving the generation and management of a digital representation of the physical and functional characteristics of the Project.
- 1.2.9. **“Building Information Model”** means the result of BIM and shall be a shared knowledge resource used to support the Project throughout the design, procurement, construction, testing and commissioning and operational and maintenance phases of the life cycle of the Project.
- 1.2.10. **“CADD Standards Manual”** means the computer aided design development guidance manual to be developed by the Consultant in conjunction with the Engineer.
- 1.2.11. **“Central Planning Office”** means the Government office set up to provide Project coordination and integration planning between the various government departments.
- 1.2.12. **“Consents Register”** means the record of requirements of and relevant processes for meeting requirements of the Utilities and other public (or privately owned) facilities or assets that may require disturbance by the works, which shall be set up and maintained by the Contractor in conjunction with the Consultant.
- 1.2.13. **“Consultant Leader”** means the person who shall be non-objected by the Engineer to be the primary point of contact with the Engineer for the performance of the design services until completion of the Project.
- 1.2.14. **“Contractor”** means the Contractor(s) appointed by the Authority and responsible for carrying out all physical works relating to the Project. The Contractor(s) may include, but are not limited to, enabling works Contractors, advance works Contractors, design and build Contractors, specialist fit-out Contractors, etc.

- 1.2.15. “**Core Team**” means the Consultant’s personnel to be present in Qatar for the term of the Agreement and as defined by the Consultant by Key Stage.
- 1.2.16. “**Cost Consultant**” shall mean the cost consultant appointed by the Authority to provide cost consultancy services to the Authority
- 1.2.17. “**Defects Liability Period**” means the period of four hundred (400) Days following opening for beneficial use within which the Contractor shall have an obligation to rectify defects that may arise in the completed Works.
- 1.2.18. “**Deliverables**” means the end result of efforts expended under particular sections of the Agreement to be submitted to the Engineer for review as identified in this document and other Agreement Documents.
- 1.2.19. “**Independent Checking Engineer**” shall mean the consultant appointed by the Authority to carry out the role of the Independent Checking Engineer under a design and build contract should this approach be applied.
- 1.2.20. “**Key Date**” means pre-defined dates in the Master Programme, as may be amended by the issue of a Change Addendum, against which specified performance shall be attained by the Consultant.
- 1.2.21. “**Key Stage**” means a pre-defined element of the Services within which specific performance of associated services must be attained.
- 1.2.22. “**Maintenance Period**” means the period of four hundred (400) Days following opening for beneficial use within which the Contractor shall have an obligation to rectify defects that may arise in the completed Works.
- 1.2.23. “**Master Programme**” means the activity time plan designed and implemented by the Engineer covering all activities and tasks, including labour and other economic resourcing, which together constitute the entire scope of works under the Project.
- 1.2.24. “**Monthly Progress Report**” means the detailed management report to be considered at the monthly meeting.
- 1.2.25. “**Peer Review**” means the independent assessment of an author’s work by others recognised in the relevant profession as being qualified to at least the level of capability and experience of the author of the work to be assessed (reviewed), as meeting standards of quality and safety that would be expected by the profession, whether of design, construction or operation and maintenance.
- 1.2.26. “**Plant**” means the complete mechanical and electrical plant (MEP) and functioning element of the Works.
- 1.2.27. “**Project Management Plan (PMP)**” Shall mean the Consultants comprehensive Project Management plans, Systems and procedures for the Project.
- 1.2.28. “**Project**” means any aspect of the assignment, management and administration for the Work, for example: site investigation, design, supervision, construction, etc.
- 1.2.29. “**Project Execution Plan**” (PEP) means the Consultant’s comprehensive suite of fully integrated and fully functioning plans, systems and procedures for the Project.
- 1.2.30. “**Project Implementation Plan**” (PIP) is the collection of documents which collectively define, describe and encompass the Consultant’s proposed systems, methods, procedures, processes, sequencing of activities and how these combine to deliver the Consultant’s Scope of Services. Forms part of the Project Execution Plan (PEP).
- 1.2.31. “**Scope of Services**” means the description of the Services set out in this document and other Agreement documents.
- 1.2.32. “**Statutory Approvals**” means any and all approvals, non-objections, authorisations ratifications etc. required from Qatari Ministries, the Authority, government agencies,

local government agencies etc. as are, from time to time, required for completion of the Project.

1.2.33. “**Utility**”, “**Utilities**” shall mean, inter alia, any water, irrigation, sanitary, storm water drainage, gas, electric, fibre optic, cables, traffic control systems, infrastructure, pipelines, landscaping, or the like above, at or below onshore ground level or offshore sea or seabed level impacting on or interfacing with the Services.

1.2.34. “**Value Engineering**” means the process of carrying out design review studies with the objective of exploring alternative designs that would result in added value to the deliverables.

1.3. Abbreviations and Acronyms

AHJ	Authority Having Jurisdiction
ANSI	American National Standards Institute
BIM	Building Information Modelling
BOH	Back of House
BS	British Standards
CADD	Computer Aided Design Development
CAR	Corrective Action Request
CBS	Cost Breakdown Structure
CD	Commencement Date
CEMP	Construction Environmental Management Plan
CEO	Chief Executive Officer
CMC	Customer Management System
COO	Chief Operations Officer
CPO	Central Planning Office
CSC	Construction Supervision Consultant
EIA	Environmental Impact Assessment
EDMS	Electronic Document Management System
ELV	Extra Low Voltage Systems
EMS	Environmental Management System
GIS	Geographic Information System
GSAS	Global Sustainable Assessment System
HSSMS	Health, Safety and Security Management System
IBC	International Building Code
ISO	International Organisational and Standardisation
IT	Information Technology
KPI	Key Performance Indicator
MEP	Mechanical, Electrical & Plumbing
MMUP	Ministry of Municipal and Urban Planning
NCR	Non Conformance Report
O&M	Operation and Maintenance
OH&S	Occupational Health and Safety
PEP	Project Execution Plan
PIP	Project Implementation Plan

PMDS	Project Management Delivery System
PMP	Project Management Plan
PSA	Professional Services Agreement Edition 2010 (Rev A)
PWA	Public Works Authority (the Authority)
QAR	Qatari Riyals
QCS	Qatar Construction Standard
QMS	Quality Management System
QNB	Qatar National Bank
QS	Quantity Surveyor
QSAS	Qatar Sustainable Assessment System
RACI	Responsible, Accountable, Consulted, and Informed
RICS	Royal Institution of Chartered Surveyors
SEA	Strategic Environmental Assessment
SMM7	Standard Method of Measurement of Building Works Seventh Edition Revised 1998 issued by The Royal Institute of Chartered Surveyors
CESMM3	Civil Engineering Standard Method of Measurement, Third Edition 1991
WBS	Work Breakdown Structure

2. INTRODUCTION

2.1. General

- 2.1.1. The State of Qatar is a peninsula located on the northeast coast of the much larger Arabian Peninsula with a total land area of approximately 11,500 square kilometres. The population is approximately 1.7 million inhabitants (2009 census) with almost 83% of the inhabitants residing in Doha and its main suburb Al-Rayyan.
- 2.1.2. The State of Qatar has experienced rapid economic growth over the last several years. This economic growth has resulted in increased demand for the State to construct and provide first-class infrastructure such as government buildings, transportation networks and services.
- 2.1.3. The Public Works Authority (Ashghal), hereafter referred to as the 'Authority', is responsible for the planning, design, procurement construction, asset management, and delivery of infrastructure and building works in the State of Qatar.
- 2.1.4. The Authority contributes to the economic and social development of the State through implementing public projects in accordance with the approved plans of the State. In coordination with other agencies in the State, the Authority implements and programmes the execution of public projects consistent with the approved State objectives and allocated budget.
- 2.1.5. The Authority's tasks also include preparation of studies, designs, and technical specifications for the public projects; contracting for implementation of public projects and overseeing the work; implementing major maintenance projects according to the plans, programmes and studies developed; as well as implementation, management, operation and maintenance of drainage, groundwater, surface water and water treatment projects.
- 2.1.6. Through its major departments, the Authority strives to develop the State's infrastructure and public amenities to the level of international standard achieved by developed countries and communities. In general it contributes to the overall sustainable development of economic and social areas in the State.
- 2.1.7. The Authority consists of administrative units set out below:
- A. Administrative units under the Minister of Municipality and Urban Planning: The Internal Audit Unit; and
 - B. Administrative units under the President including Office of the President, Public Relations and Communication Unit, Legal Affairs Department and Corporate Development & Planning Department.
- 2.1.8. The Authority's major business units consist of five (5) major 'Directorates' as below:
- A. Asset Affairs;
 - B. Buildings Affairs;
 - C. Infrastructure Affairs;
 - D. Technical Support Affairs; and
 - E. Shared Services Affairs.

A. Asset Affairs

This Directorate handles operation and maintenance of assets through two (2) departments:

- (a) Drainage Operation and Maintenance (O&M) Department; and
- (b) Road Operation and Maintenance (O&M) Department.

B. Buildings Affairs:

This Directorate consists of two (2) departments:

- (a) Design Department; and
- (b) Project Department;

dedicated to government building projects such as schools, ports, recreational facilities, healthcare facilities and other government buildings.

C. Infrastructure Affairs:

This Directorate consists of three (3) departments:

- (a) Local Roads Department;
- (b) Drainage Department; and
- (c) Expressway Department.

D. Technical Support Affairs:

This Directorate consists of three (3) departments:

- (a) Contracts Department, which is responsible for procurement, process and procedures in the delivery of the Authority's projects;
- (b) Engineering Business Support Department, which provides technical support for the projects in terms of project planning, estimating, tracking and documentation; and
- (c) Quality and Safety Department, which is responsible for the quality control of projects and safety at work sites and offices.

E. Shared Services Affairs:

All other departments that provide technical support come under this sector including Administration and Finance Department, Human Resources Department; General Services Department and Information Technology Department.

2.1.9. The Authority is implementing the Project as part of its efforts to develop the State's infrastructure and public amenities for the benefit of the public.

2.1.10. The Consultant has been selected by the Authority to assist in the Project's implementation by undertaking the services set out in accordance with this Scope of Services.

2.2. Project Brief Document Hierarchy

2.2.1. This document is the first part of five (5) documents which will comprise Schedule A [*Project Brief*] within the Condition of Engagement (PSA).

2.2.2. The five (5) parts comprising Section C [*Project Brief*] are to be read and construed as a composite whole and shall be taken as mutually explanatory of one another. In the event of an ambiguity, discrepancy or inconsistency within the documents, the order of precedence shall be as follows:

- A. Part 1: Scope of Services (this document);
 - B. Part 2: Authority's Requirements;
 - C. Part 3: Services Implementation;
 - D. Part 4: Project Data; and
 - E. Part 5: Authority's Policies and Procedures.
- 2.2.3. This document sets out the duties to be performed by the Consultant and the Deliverables required from the Consultant together with duties of the Authority.
- 2.3. Professional Services Agreement**
- 2.3.1. The Consultant shall be appointed under the terms and conditions of the Professional Services Agreement (PSA) General Conditions of Engagement – 2010 Edition (Revision A) to provide professional services to the Authority.

3. PROJECT OUTLINE

3.1. Professional Services Agreement

- 3.1.1. The Consultant shall be appointed under the terms and conditions of the Professional Service Agreement, Conditions of Engagement – 2010 Edition Rev.(A), to provide Post-Contract Professional General & Site Supervision, Quantity Surveying and Management and Administration Services to Infrastructure Affairs of the Public Works Authority.

3.2. Description of Construction Contract Works

- 3.2.1. The Project comprises the refurbishment and upgrading of various pumping stations in the vicinity of Qatar with several zones and works as the following:

a. Sewage Pumping Station PS 37 – Zone No.54 Al Muraik

PS 37 requires an upgrade in capacity. The upgrading work will include the replacement of the following existing equipment with new equipment:

- Main pumping units.
- Manual screen.
- Cantilever crane for lifting manual screen.
- MCC panel.
- New Wet Well.
- Incoming gravity sewer pipe.
- Rising main pipe.

The upgrading work will also include supplying and installing the following new equipment and pipework:

- New crane for pump room.
- New mechanical screen.
- Two surge vessels for two rising main.

b. Sewage Pumping Station PS 15/3 – Zone No.39 Al Saad

PS 15/3 requires an upgrade in capacity. The upgrading work will include the replacement of the following existing equipment with new equipment:

- Main pumping units.
- Washing pump.
- Station pipework.
- Pipe and valves for washing system.
- Wet well inlet penstock.
- Rising main pipe.
- Incoming sewer gravity pipe.
- Deodoriser.
- Mono rail crane.
- AC unit.
- MCC Panel.

c. Sewage Pumping Station PS 32/1 – Zone No.55 Abu Sidra

PS 32/1 requires an upgrade in capacity. The upgrading work will include the replacement of the following existing equipment with new equipment:

- Main pumping units.
- Washing pump.
- Station pipework.

- Pipe and valves for washing system.
- Wet well inlet penstock.
- Rising main pipe.
- Deodoriser.
- Mono rail crane.
- AC unit.
- MCC Panel.

d. Sewage Pumping Station PS 40/1 – Zone No.45 Old Airport

PS 40/1 requires an upgrade in capacity. The upgrading work will include the replacement of the following existing equipment with new equipment:

- Main pumping units.
- Washing pump.
- Station pipework.
- Pipe and valves for washing system.
- Wet well inlet penstock.
- Rising main pipe.
- Incoming sewer gravity pipe.
- Deodoriser.
- Mono rail crane.
- AC unit.
- MCC Panel.

e. Sewage Pumping Station PS 21/1 – Zone No.55 Al Aziziya

PS 21/1 requires an upgrade in capacity. The upgrading work will include the replacement of the following existing equipment with new equipment:

- Main pumping units.
- Washing pump.
- Station pipework.
- Pipe and valves for washing system.
- Wet well inlet penstock.
- Rising main pipe.
- Deodoriser.
- Mono rail crane.
- AC unit.
- MCC Panel.

f. Sewage Pumping Station PS 20/2 – Zone No.55 Ferej A Sudan

PS 20/2 requires an upgrade in capacity. The upgrading work will include the replacement of the following existing equipment with new equipment:

- Main pumping units.
- Washing pump.
- Station pipework.
- Pipe and valves for washing system.
- Wet well inlet penstock.
- Rising main pipe.
- Incoming sewer gravity pipe.
- Deodoriser.
- Mono rail crane.

- AC unit.
- MCC Panel.

g. Sewage Pumping Station PS CPT – Zone No.60 Corniche Public Toilet

PS CPT requires an upgrade that includes the replacement of the following existing equipment with new equipment:

- Main pumping units.
- Station pipework.
- Crane.
- MCC Panel.

All above pumping stations except for PS CPT will be equipped with a new surge vessel having sizes as recommended in a surge analysis report.

3.2.2. The Refurbish and up grading works shall be completed within 874 days (29 months).

3.3. Location

3.3.1. Various pumping stations in the vicinity of Qatar with several zones as defined under 3.2.1.

4. SCOPE OF SERVICES

4.1. Overview of Key Roles and Responsibilities

4.1.1. The Consultant shall provide General and Construction Supervision services as outlined in this agreement.

4.1.2. The extent of the Services required is generally described as follows:

- Project Management & Administration Services;
- General & Site Supervision Services;
- Post Contract Quantity Surveying
- Project acceptance, close-out and warranty activities;
- Supervision Services during construction Maintenance period.

4.2. Schedule and Completion Obligations

4.2.1. All Project Description information included in this Project Brief is to be considered by the Consultant as Preliminary and subject to change as per the requirements defined by the Authority during the Design phase. The purpose of the information provided within this Brief is to give the Consultant the best information available to the Authority at this time, and to provide the Consultant with the general magnitude of the Project for bidding purposes.

4.3. Governance of the Project

4.3.1. The Engineer has been appointed by the Authority to act on its behalf and will be responsible for the overall management of the Project.

4.3.2. The Engineer appointed by the Authority to oversee the Project on its behalf shall act as the primary point of contact with the Consultant for the purposes of administration and management of the Agreement.

4.4. Cost Control Obligations

4.4.1. The Consultant shall note that delivery of the Project within budget is a primary objective and that completion of the Project within the budget is to be understood to be a key Project objective by all parties to the Agreement.

4.4.2. The budget for the works will be provided by the Engineer at the outset of the Agreement

and updated as advised by the Consultant at appropriate stages including appropriate contingency levels for the construction phases and thereafter shall be changed only with the Engineer's non-objection.

- 4.4.3. The Consultant shall ensure that the Contractor's design development satisfies the Engineer, through the presentation of comprehensive cost assessments that the Works can be delivered within the authorised budget.

5. DETAILED SCOPE OF SERVICES

5.1. Overall Scope

- 5.1.1. The Consultant shall provide all the services necessary to fulfil the requirements of the Agreement.
- 5.1.2. The following Chapter describes elements of the Services to be provided, but compliance with the Services set out herein shall not relieve the Consultant of its responsibilities under the Agreement.

5.2. Project Management And Administration

- 5.2.1. The Consultant shall staff the project with a professional, efficient and responsible team with the goal of implementing Consultant's Contract Services and monitoring activities of **Refurbishment And Upgrading Works For Various Pumping Stations, CP – 770** to monitor compliance with Contract, forecast and accurately identify variances/ or problems in a timely manner and make recommendations for solutions or corrective action which may be needed to maintain construction schedule and budget. Routine reporting to PWA on the project status through regular meetings, regular updating of the works programme, reports and communications.
- 5.2.2. Establish and maintain a communication interface among PWA, the Consultant, the Contractor and third parties such as political jurisdictions, utilities, and government agencies and authorities, with any interest or rights in the Project.
- 5.2.3. Assist to facilitate a team building attitude among Consultant, Contractor & PWA, enable the establishment of a team committed to meeting the Project's objectives, time, cost and quality goals.
- 5.2.4. Anticipate problems and work with PWA and the Contractor to minimize and or mitigate claims and disputes.
- 5.2.5. Review, and submit necessary reports to PWA on the Contractor's Quality Assurance program addressing the delivery of high quality Services by Contractor.
- 5.2.6. Preparation of Road Opening (RO) application and delivery thereof to all required Service Authorities, government agencies or concerned and all follow up procedures as necessary for the execution of the work.
- 5.2.7. Preparation and submission of As-Built Drawings and submission of Record Sheets for the works including obtaining the necessary approvals and release/clearance certificate from the concerned PWA department.
- 5.2.8. The Consultant shall also make a digital copy of the signed PSA Supervision Contract document, Contract document, variation order, addendum and include same for DCU clearance.
- 5.2.9. Attendance and continued responsibilities during the Works Maintenance period, up to and including the issue of the Maintenance Certificate of the Works.
- 5.2.10. Obtaining Drainage Projects Prime Documents Section (DPPDS) Release Form' from the concerned PWA department
- 5.2.11. Attend all pertinent Project Meetings.

5.2.12. Utility Corridors Agreements:

1. The Consultant shall review the utilities corridors agreements, monitor for variances and report any variances with recommendations. The review will include an assessment of utilities in public right-of-way and identification of costs, variation, claims, time extension (if any) that should be included in the Contractor's Contract price for relocating same. The Consultant will prepare specific reports for PWA on an as needed basis.
2. The Consultant shall monitor the Contractor's needs relative to utility relocations. He shall help facilitate cooperation between the utilities owners and the Contractor. Where there are disagreements and difficulties:
 - a. Work to facilitate a compromise; and assist in the negotiation of utility corridors agreements acquisition and agreements with concerned parties.

5.2.13. Reporting: Obtain from the Contractor regular monthly reports and special operational, financial, and other informational reports or certifications as needed. The consultant will review the reports prior to submittal to PWA and, thereafter, provide PWA with his recommendation, attached to the report.

5.2.14. Community Involvement Activity: The Consultant will help represent PWA in its meetings with agencies, communities, and governmental entities. The Consultant's team will provide support for the community relations activities of the Project such as; maintaining and updating technical information and providing graphics support, newsletter or other materials in support of the project.

5.2.15. Right-of-Way (RoW) Assistance

1. When additional right-of-way needs are identified to the Consultant by the Contractor or others, the Consultant will notify PWA and begin the process of assessing the right-of-way issue(s). That process will include:
 - a. Review the Contractor's proposed conceptual design alternatives analysis to minimize right-of-way taking;
 - b. Review Contractor's conceptual design alternatives analysis to support PWA's RoW negotiations;
 - c. Field observations;
2. The Consultant will provide assistance to PWA in determining right-of-way limits required for permanent and temporary needs. The Consultant will review requests from the Contractor and assist PWA to identify or verify right-of-way, construction easement and maintenance easement issues.

5.2.16. Documentation: Consultant shall develop and maintain a document control system and software (DCSS) utilizing Primavera Expedition and make recommendations regarding periodic improvements. Once agreed upon, the Consultant shall maintain the DCSS to:

1. Manage Project records so that originals, vellums or data files are centrally filed, indexed and secured. Originals will not be distributed for action.
2. Use Primavera Contract Manager (Expedition) as Contract Document control software to track Correspondences, Drawings, Submittals, Material & Equipment

Procurement, Daily Reports, Transmittals, Minutes of Meetings, Bill of Quantities, Proposals, Request of Inspection, Request for clarification, Change Orders, Invoices, Payment Requisitions and Snag lists. The Primavera Contract Manager will be linked to Primavera Enterprise Schedule

3. Include information related to the DCSS in monthly progress reports. The Consultant will transfer all files, file cabinets, database, print-out of electronically filed documents, copies of paper filed documents, records, plans and other relevant electronic data to PWA at the close of this contract.
4. Utilizing Primavera Enterprise to evaluate and make recommendations on the work breakdown structure and cost allocation of the initial PPS (Payment and Performance Schedule) and subsequent payment schedules. The Project Schedule will be linked to other project proceed simultaneously at the region; the consultant has to review any changes to that Schedule.
5. Provide technical documentation of potential changes/claims.
6. Payment and Performance Schedule (PPS) Review
7. Review the cost loading of the PPS to assess its accurate reflection of the Project and Contract requirements in accordance with the Contract.
8. The Contractor will date, identify & submit to the consultant project progress photos to follow construction sequencing documenting progress toward the completed project. The Consultant will review, make recommendations and comments to the Contractor (if necessary), and forward the files to PWA.

- 5.2.17. Schedule Updates: The Consultant will review the PPS to monitor its accuracy against the actual progress of the Contract. The Schedule updates will be reviewed periodically by the Consultant to determine if the work progress is being accurately reflected on the updated PPS. Consultant shall make recommendation if inaccuracies in progress reported are detected.

Should the Consultant's evaluation reflect that the Project progress has fallen behind by at least fifteen days; notification will be issued to PWA and the Contractor that a recovery schedule, approved by the Consultant, is to be implemented by the Contractor and reflected in the PPS.

If schedule failure is for reasons beyond the control of the Contractor then the Consultant will review reasons, evaluate the cause of the delay and make recommendation to PWA. Upon PWA'S approval, Consultant will request schedule revision by Contractor.

- 5.2.18. Payment Requests

The Contractor is scheduled to issue monthly invoices for payment. These payment requests will be based upon the PPS, which spreads the payment breakdown over many activities. Upon receipt of a payment request, the Consultant shall review the request against the PPS and notify the Contractor of inconsistencies or inaccurate statements against the Work reported on its payment request. The Consultant shall review these inconsistencies or inaccuracies with the Contractor and seek agreement as to their resolution. Following resolution, the Consultant shall then forward the payment request to PWA with recommendations and certification for payment.

Consultant shall assist PWA on Contractor and Consultant annual interim payment forecast to be submitted before the financial year end of PWA.

5.2.19. Claims by and Disputes with the Contractor

The Consultant will examine and prepare recommendations and provide technical support to assist the PWA in attempting to resolve claims and disputes with the Contractor.

Consultant will develop and implement a dispute and claims management system, which handles disputes and claims expeditiously and fairly.

A separate file will be established for each dispute or claim. In order to fully document Contract disputes and claims, at the least, the following information will be included in each file:

1. Title and description of the dispute or claim, claimed damages, delay, interference, acceleration, changed conditions or force majeure
2. A narrative of cause and effect with identification of the root cause as claimed.
3. Related correspondence and other documentation.
4. Copies of daily reports with references to events involved in the claim highlighted.
5. Photographs of the Work or condition in question.
6. If available, time sheets and documentation of the Work in dispute, equipment and materials associated with the claim on a daily basis.
7. Any available additional pertinent data.
8. Description of potential counterclaims with damages.
9. Analysis of the Contractor claimed damages.
10. A delay analysis if necessary.
11. Any other information as required.

5.2.20. Stakeholder Management and Public Involvement:

(1) Stakeholder Management:

- The Consultant shall confer and coordinate with relevant government agencies and departments having jurisdiction during the Construction Phase, the various agencies within the PWA organization and applicable Qatari Legal authorities having jurisdiction regarding the delivery of the Project required.
- The Consultant shall instigate, manage and report on regular meetings with the programme and project stakeholders.
- Provide responses to requests from stakeholders for project level information.
- Confirm the ownership of the land and all relevant ROWs

- Instigate on how the project can gain the necessary permits and approvals.
- Identify the project Construction Contract stakeholder.
- Manage the preparation, submittal and approval of the documents required by the Construction Contract authorities for the instigation of the project.
- Instigate, manage and report monthly on regular meetings with the project stakeholder.

(2) Utilities Coordination – the Consultant shall provide the following services:

- Utility shall mean any water, irrigation, sanitary, storm, gas, electric, fibre optic, cables, pipelines or any other utility associated with the Project comprising the Programme.
- The Consultant shall administer, negotiate, and perform all tasks necessary to obtain any and all utility permits.
- The Consultant shall attend any required meetings with the utility agencies personnel to review schedule, scope, and cost adjustment, or relocations of any kind. Furthermore, the Consultant shall confer and coordinate with utilities; produce minutes and reports. All fees of permits will be paid by others.
- Consultant will review, monitor and report on the progress of all Permit and Public Utility Applications, and, the status and Schedules of all such Application Approvals, planned interconnections, and Issuance of all Permits and Approvals.

5.2.21. Environmental Assessment & Coordination – the Consultant shall;

- Ensure the compliance with the environmental regulations and guidelines in Qatar;
- Ensure that any required Construction Contract submissions are prepared in a timely manner and monitor submissions, approvals and issue of permits by authorities;
- Confirm the Construction Phase environmental permits required and maintain a proactive approach with the various authorities to ensure prompt resolution of any issues arising;
- Oversee the preparation of any relevant Construction Environmental Management Plan (CEMP) to be developed by the contractor during the construction process;
- Liaise with the contractors for the surveys and with others as required on associated environmental issues;
- Issue environmental non-compliance reports to the Contractor and PWA, monitor that environmental non-compliances are rectified;
- Prepare final reports for PWA and Monitor the preparation and submittal of Final reports by the contractor on environmental management.

5.2.22. Project Controls

1. Risk Management:

- The Consultant shall provide a Risk and Opportunity Management Plan for approval by the PWA, incorporating a systematic risk management process and strategy to be applied for the project.

- The Consultant shall perform a qualification analysis of the possible cost and schedule impacts resulting from the identified risk as part of the Risk and Opportunity Management Plan.
- 2. Project Master Schedule:
 - In association with the Project Development Plan, the Consultant shall develop and maintain a Project Master Schedule using the latest Primavera Enterprise scheduling software version or an approved equivalent, using the Critical Path Method (CPM) the PWA Database, EBSD requirements.
 - The scheduling format shall be utilized throughout the Construction Contract of the Project, and shall be required to be utilized by the involved Consultants and Contractors.
 - As deemed necessary throughout the project, and /or as requested and approved by the PWA, the Consultant shall recommended and make revisions to the Project Master Schedule.
- 3. Software and IT Facilities:
 - The Consultant shall process and provide all required software, software licenses, hardware, and qualified trained staff to operate same, at no additional cost to PWA, to provides all required management, administration and repots to PWA as required under this contract.
- 4. Variation Assessment:
 - The Consultant shall review all applications for variations and variation orders for completeness, accuracy and compliance. After reviewing the application documents. The Consultant shall forward all such to the PWA with a written statement advising of the findings and making recommendation. All recommendation shall specify reference the Contract Basis for that recommendation.
 - The Consultant shall identify and track the cause and sources for variations; such as design error and end user change or requirement, and shall track them in accordance with the requirements of PWA.
 - The Consultant shall if so instructed by the PWA, develop supplemental contract documentation for variations, negotiate with consultants or contractors and issue variations in accordance with the terms of the relevant contract.

5.3. GENERAL AND SITE SUPERVISION

The Consultant's role will be to provide oversight and monitor, review, facilitate, assist and recommend,

- 5.3.1. Monitoring and supervising project quality, budget and schedule.
- 5.3.2. Provide PWA with information regarding the Contractor's quality control functions.
- 5.3.3. Monitor and supervise Contractor's compliance with approved submittals and the Contract.
- 5.3.4. Advise PWA on problems and assist in recommending potential solutions.
- 5.3.5. Provide field oversight/monitoring/inspection services and report on progress of the Work.
- 5.3.6. Identify potential changes/claims situations – document and evaluate, recommend actions to be taken, monitor or implement procedures/actions.
- 5.3.7. Attend all pertinent Contractor meetings.
- 5.3.8. Monitor Contractor's conformance with the Contractor's quality control program, (QCP) including recommended solutions to PWA which may be needed to maintain

construction quality and the Contract budget and schedule.

1. Review the Contractor's QCP

Review and analyse the Contractor's QCP and provide recommendations to PWA regarding approval or action. Evaluate the Contractor's proposed staff as well as proposed testing frequency and procedures, and proposed documentation. PWA will be advised of the completeness, correctness and overall contractual compliance of the Contractor with his QCP.

2. Establish the Consultant Quality Assurance Plan

Prepare procedures and document efforts to assess that the Contractor quality control procedures are in compliance with the approved QCP and Contract requirements. Develop the procedures, frequency and methods for auditing the Contractor's QCP, including monitoring of records. The Consultant's QA Plan will identify the frequency and level of auditing necessary to verify that QC procedures being performed meet the general requirements of the approved QCP. The certification and qualifications of Contractor's proposed QC personnel will be evaluated.

Monitor the Contractor efforts and compare to quality control standards in the QCP.

- a. Perform daily observations of construction and testing operations.
- b. Comment on the timeliness and completion of Contractor's record maintenance.
- c. Compare the Contractor's conduct of testing to the approved Contractor QCP.
- d. Comment on any observed inconsistencies in monthly test results.
- e. Make recommendations for additional testing in accordance with Contract. Frequency of owner-directed testing shall mirror the peaks of the construction efforts.
- f. Evaluate the adequacy of corrective measures taken by the Contractor and procedures followed by the Contractor for failed tests.
- g. Advise the Contractor of any documentation or procedural deficiencies. Review corrective measures for revision or approval.

3. Independent Testing

If necessary, make recommendation that the Contractor perform independent testing to validate the Contractor's testing procedures. Types of tests, frequencies of tests, and test procedures will be coordinated with Contractor's approved QA plan.

4. Quality Assurance Documentation by Consultant.

Maintain adequate records of QA activities throughout the Project:

- a. Prepare daily reports of site inspections, recording the activities observed, materials used, quality control testing observed, and comparison to Project requirements.
- b. Review reports of Contractor's independent analyses in accordance with the Contractor quality control reports. Should exceptions to the QCP be observed, report these to the Contractor for corrective action. Follow up on corrective actions and document files accordingly.
- c. Documentation will conform to and be a part of the overall Consultant documentation- filing-records plan.
 - 1) The daily QA reports will be compiled into weekly/monthly reports summarizing the Contractor's activities, the materials used, and its compliance to the QCP. A "separate" "not in compliance" section will highlight items not in compliance. Corrective action taken by the Contractor to solve the problem will be documented.
 - 2) Document and track all tests results until project closure, update and advise PWA and contractor accordingly.
 - 3) Document and track QC and QA non-conformance reports and corrective action reports until closure.

5.3.9. Monitor On-going Construction Activities and Maintain Field Files

1. Monitor construction progress and prepare daily reports of observed construction activities categorized by area, activity type, location, contractor, manpower, plant, etc. Daily reports from all areas will be compiled into monthly reports for the Project.
2. Daily reports shall be a summary of field observations. Monthly Summary reports shall be submitted to PWA within 7 days of the end of the reporting period.
3. All field office files shall be kept up to date and be maintained for ready reference at the job site during the entire construction phase of the Project. Upon completion of the work, the files shall be incorporated into the overall file/record system to be turned over to PWA.

Categories of files shall include, but not be limited to, the following:

- a. Correspondence
- b. Job drawings and specifications
- c. Shop drawings and O&M manuals
- d. Consultant and Contractor's Payment records.
- e. Reports
- f. Samples

- g. QA/QC reports and tests
- h. Change Orders
- i. Claim files for any disputed actions by action
- j. Visitor log
- k. Permitting/approval agency requirements and actions
- l. Schedule updates and narratives
- m. Right-of-way
- n. Minutes of meetings
- o. Diaries
- p. Daily reports

5.3.10. Progress Payments to Contractor

Verify construction progress in support of Contractor payment request in accordance with the Contract to include:

1. Review Contractor's "Certificate for Payment".
2. Review the Contractor's Cost and Payment Schedule update and invoice for payment.
3. Compare the request for payment with the Work documented as complete in the field by the QC Group. This will be supported by selective quantity evaluation performed under QA operations.
4. Evaluate materials approved and stored.
5. If approved, the payment invoices will be submitted for processing in accordance with time limits in the Contracts. If rejected, the payment invoices will be corrected and returned to the Contractor for resubmission with an explanation for the reason for rejection.

5.3.11. As-built Drawings and Records

At the completion of construction, the Consultant shall review the final record drawings and electronic files prepared and submitted by the Contractor and his Designer of Record to determine whether the required record documents have been prepared and submitted and stamped by the Designer of Record and submit comments to the Contractor within fifteen (15) days. Record drawings and specifications will be transferred to PWA in both electronic form and original hard copy by the Contractor. The Consultant shall receive and document such record drawings and specifications for PWA. The Consultant will review and make recommendations as to the application format and hardware to be used and coordinate the transfer.

The Consultant's responsibilities with regard to reviewing and approving of As-built drawings and records are as follows:

- (1) The Consultant shall review, revise and approve the Contractor's drawings reflecting in detail the As-built conditions of the project. All final approved As-built documentation must be stamped and signed "Approved As-Built Records" by the Consultants accordingly.
- (2) On conclusion of reviewing, revising and on final approval by the Consultant of the Contractor's As-Built drawings and documentation, the Consultant shall prepare and put together a complete 'As-built Documentation Package' for the project and deliver it to the Engineer for obtaining the necessary approvals and release/clearance certificate from the relevant Public Works Authority's concerned Department.

The 'As-built Documentation Package' shall include but not necessarily be limited to:

- (a) Two prints of every drawing issued by the Consultants, Contractor, Specialist Sub-contractors and Suppliers, marked up to show the whole of the Works as built.
- (b) One Original and One copy of all manufacturers' manuals issued in connection with the Works.
- (c) One copy of every report, piling record, test result, site instruction, or correspondence issued or received in connection with the Site Monitoring of the Works.
- (d) All Utility Services approvals from all relevant agencies.
- (e) As-Built surveys.

All of the above must be replicated in digital form in the appropriate electronic format/software etc.

- (3) The Consultant shall be responsible for obtaining the necessary approvals and release/clearance certificates from the relevant Public Works Authority's concerned Department.
- (4) The Consultant shall maintain an independent record of all data pertaining to the As-built records and shall ensure that the contractor maintains his data and information up to date. The Consultant shall ensure that access to the contractor's files is available to the Engineer at any time.
- (5) The staff deployed by the Consultant based either on the site or supported by main or sub offices, shall be fully conversant with the preparation of digital designs and As-built records of the type specified in the contract for the works.
- (6) The Consultants site staff shall be responsible for checking all data gathered by the Contractor in the development of the data base for the preparation of the As-built drawings, and for conducting spot checks of actual works for the determination of the accuracy of the data collected and approve and stamp the As-built survey and record drawings prepared by the Contractor.
- (7) As built drawings shall be prepared in the latest version of AutoCAD.
The Consultant shall also make digital copy of signed Construction Contract, Professional Service Agreement, Variation Orders, Addendums etc. include the same for DCU clearances

5.3.12. Progress and Payment Schedule (PPS)

The Consultant shall review the Contractor's proposed Progress and Payment Schedule and provide recommendations to PWA. The PPS developed by the Contractor for both the individual construction packages and for the Work as a whole shall be reviewed to assess their logistical competence and to verify

1. That the Work has been scheduled in such a manner as to achieve completion of construction within the milestone dates established and

2. That there is a reasonable and supportable resource allocation for payment purposes. Review will include the adequacy of the PPS.

The Consultant will review the updates of the schedule prepared and submitted by the Contractor reflecting the claimed Work performed to date. The Consultant shall comment as to its accuracy, identify potential conflicts and/ or patterns of delay, along with their impact to the overall schedule.

Any revisions to the PPS performed by the Contractor shall be reviewed by the Consultant. These revisions shall incorporate all Change Orders, time delays and changes to construction sequencing made by the Contractor and all other modifications to the Project schedule. The Consultant shall provide PWA with recommendations on proposed revisions and comment on the impact to the defined milestone completion dates, overall construction costs and sequencing of work.

The Contractor shall develop short- term recovery schedules to accelerate Work running behind schedule or to incorporate changes in the scope of Work. The Consultant shall review these and report to PWA on the progress achieved by the Contractor.

The Consultant will assist PWA in the development and review of costs for value-engineering proposals, additional Work, reduction of Work and/or Change Orders presented. Once a valuation for the change has been established, the Consultant shall monitor the inclusion or exclusion of the Work into the PPS.

5.3.13. Other requirements

Consultant shall work with the Contractor's QC personnel to resolve quality issues at the field level in a timely manner.

Consultant shall prepare meeting minutes for all meetings attended. Minutes will be distributed to all interested parties.

Construction staffing levels shall mirror the hours of operations and the peaks of the Contractor's construction efforts.

5.4. Post-Contract Quantity Surveying

- (1) For the provision of these services the Consultant shall employ an approved Quantity Surveying practice duly registered with the Accrediting and Classifying Committee as a sub-consultant, except where the Tenderer is himself registered to practice Quantity Surveying
- (2) The Quantity Surveying services to be carried out by the Consultant shall be as stated in the Conditions of Engagement and as supplemented and/or amended by the Project Brief and all relevant notices or circulars issued by Public Works Authority and/or MMAA.

The Scope of Services shall also include but are not necessarily limited to:

- (a) Consultant is to note that adherence to the approved budget is of paramount importance and regular cost planning exercises shall be required throughout the post-contract phase to ensure that the awarded contract sum is not exceeded.

The Consultant is to forewarn the Engineer immediately should he consider that the budget is being exceeded and is to offer suggestions and recommendation to rectify the situation.

- (b) The Consultant shall prepare a Final Account incorporating all Variation Orders and Site instructions which shall be completed within **30 calendar days** of the Practical Completion Certificate for Works being issued by the Engineer. The format of the Final Account will be to the approval of the Engineer.
- (c) The Consultant shall prepare the Variation Order ready for Engineer signature within **30 days** of any change in the Contract or any Site Instructions issued by the Engineer, if the Contractor failed to incorporate the same, Consultant shall immediately within **14 days** time finish the required Variation Order with all required calculations documents and provide the same to the Engineer for review and approval.
- (d) The Quantity Surveyor shall prepare Variation Orders in connection with the changes in the Works or claims submitted by the Contractor and shall ascertain by admeasurements or other means for the purpose of the Variation Order(s). The Variation Order(s) shall be in accordance with the work done or omitted or by other methods with all the details required and is to be measured by records and drawings.

The Quantity Surveyor shall prepare records and drawings every month of such works and should be raised to the Engineer's Representative to take the provisional agreement on the Variation Order in terms of data, method of measurement and pricing then, give notice to the Contractor's Representative who shall forthwith attend for reading and ratification.

Each Variation Order shall include:

- i. The reasons for the change(s).
- ii. The cost and time involved.
- iii. Built-Up rate.
- iv. Supporting Documents.

5.5. ACCEPTANCE, CLOSE-OUT AND WARRANTY ACTIVITIES

5.5.1. Make recommendations to PWA at completion stage of the Contract:

- a. **Refurbishment And Upgrading Works For Various Pumping Stations, CP - 770** placed in operation,
- b. Substantial completion, and
- c. Final acceptance.

5.5.2. Coordinate with Contractor to develop and administer snag lists to final completion.

5.5.3. Provide timely review/recommendations for final acceptance, as defined in the Contract. Document delivery as per the Contract.

5.5.4. Assess Contractor's compliance with requirements.

5.5.5. Develop procedures to implement Contract warranty period and incorporate into the Contractor's operations and maintenance plan, which is to be submitted and approved prior to Final Acceptance.

- 5.5.6. The Consultant will be responsible for developing and implementing the documentation system for the Final Acceptance process. After Final Acceptance the Consultant will prepare the Project Final Report.
- 5.5.7. The Consultant shall be responsible for developing and implementing procedures for works opening and Substantial Completion, as defined in the Contract, all of which play a role in the Final Acceptance process.
- 5.5.8. The Consultant Warranty Responsibility

As the individual aspects of the Work are accepted under Final Acceptance (as defined by the Contract), the Contractor will modify the warranty master schedule. Any modification requires Consultants review and PWA approval. This schedule will then be used by PWA and the Contractor to monitor the expiration of the warranties and to schedule periodic and final warranty inspections.

- 5.5.9. Resolution of "Acceptance" Problem.

Close-out procedures prepared by the Consultant shall include but not limited to:

1. A system opening Substantial Completion and Final Acceptance process
 - a. Periodic Project site tours of the construction; and
 - b. Early involvement of all interested parties in the acceptance inspection.
2. If an acceptance problem with participating entities occurs, procedures to resolve issues while keeping PWA fully informed during the process shall include:
 - a. Review of acceptance problems submitted by participating entities. Notification to PWA's of exceptions;
 - b. Meetings with the jurisdictions to document concerns;
 - c. Research of applicable sections of the Contract and/or the project records and summarize all information pertinent to evaluating the completion and acceptance;
3. Meetings with the Contractor to discuss resolution;
4. Facilitation of meetings between the Contractor and any party to mediate solutions;
5. Preparation and submittal of recommendations to PWA regarding the solution of the acceptance problem;
6. Implementation of PWA's decisions regarding the acceptance problems.

- 5.5.10. Documentation System for Acceptance:

The Consultant will be responsible for developing and implementing the documentation system for initial system operation, substantial completion and final acceptance. The goal of the system will be to provide PWA with the required documentation in an organized, timely manner. The system will be an extension of the document control process for Construction Monitoring.

6. DURATION OF THE SERVICES

6.1. General

- 6.1.1. The Agreement period (duration of the Services) is measured:
- from the mobilisation period immediately following the Commencement Date; to
 - the Completion Date which is immediately preceded by the demobilisation period.
- During this period the Consultant shall provide the Services described in this Project Brief.
- 6.1.2. Delivery of the Project objectives and completion of the Services is time critical and therefore a primary objective of the Authority and of the Project.
- 6.1.3. The Consultant shall perform and complete the Services to meet the requirements of the Key Stages.

6.2. Key Stages and Key Dates

- 6.2.1. The Baseline Programme shall have as its basis the achievement of the Key Dates and Key Stages. Key Dates are specified for the various Key Stages of the Project in Table 6.1 below and refer to the latest date of completion for each.

Table 6.1 – Project Key Stages and Associated Key Dates

Key Stage	Key Stage Title	Key Date (Days from Commencement Date)
M	Completion of Mobilisation	CD +14
A	Completion of General and Construction Supervision Period	CD + 874
OO	Completion of Construction Maintenance Period (Acceptance, Close-Out And Warranty Activities)	CD + 1274

CD = Commencement Date

6.3. Gateway Review (Not applicable)

- 6.3.1. Where a Key Stages coincides with a milestone gateway, the Consultant to ensure that the Contractor does not progress to the next stage of the Project until the Authority's 'milestone gateway review' has been completed and non-objection to proceed has been granted by the Engineer.

6.4. Time for Completion

- 6.4.1. The Time for Completion of the whole of the Services is eight hundred and seventy four(874) Days, plus four hundred (400) Days for the Maintenance Period.
- 6.4.2. The 874 days is represented for payment instalment periods as 29 months (these are not calendar months and could be termed as 'PSA contract months')
- 6.4.3. The Time for Completion of the Services includes all necessary time for processing of documentation and obtaining the Engineer's non-objection for all Deliverables.

7. FACILITIES, INFORMATION AND SERVICES OF OTHERS

7.1. Facilities Provided by the Consultant

- 7.1.1. Except where expressly provided otherwise, the Consultant shall at its own cost provide all the facilities needed to carry out the Services, including transport and all other resources and shall make its own arrangements for visas, exit permits, residence and work permits. Site accommodation shall be provided by the Contractor.
- 7.1.2. Subject to Paragraph 7.2 [*Facilities Provided by the Authority*] the Consultant shall provide all and sufficient offices, resources and equipment as shall be necessary so as to facilitate the performance and completion of the Services in accordance with the:
- Conditions of Engagement, Schedule C [*Schedule of Resources*], Part 1 [*Master Programme*]; and
 - Quality and other performance requirements of Conditions of Engagement, Schedule A [*Project Brief*].
- 7.1.3. The Consultant shall provide its staff with mobile phones, computers, printers and stationeries etc. so as to facilitate the performance of the Services on time and with the qualities as described in this document.
- 7.1.4. In accordance with the provisions of General Conditions of Engagement the Consultant shall maintain an operational office in the State of Qatar for the duration of the Project.
- 7.1.5. Unless expressly stated otherwise under Paragraph 7.2 [*Facilities Provided by the Authority*] the Consultant shall equip the office as needed to effectively and efficiently perform the Services.
- 7.1.6. Unless expressly stated otherwise under Paragraph 7.2 [*Facilities Provided by the Authority*] the Consultant shall provide, inter alia:
- A. all necessary IT hardware and software systems, including specific Project based software systems and associated licences;
 - B. all Project controls systems and associated licences;
 - C. all necessary Project office stationery and associated consumables;
 - D. all necessary personnel transportation;
 - E. all necessary personnel mobile phones and associated communications devices;
 - F. all visas, permits and the like necessary to perform and complete the Services; and
 - G. all necessary statutory insurances and appropriate insurance coverage for Consultant provided equipment and resources for the duration of the Agreement.

7.2. Facilities Provided by the Authority

- 7.2.1. For the duration of the construction and commissioning stages the Authority will provide a suitable number of fully services offices located on the site for the use of the Consultant's site based team.
- 7.2.2. All necessary telecommunications infrastructure will be provided for the use of the Consultant's team.

7.3. Information Provided by the Authority

- 7.3.1. The information to be provided by the Authority is contained within Section C: Project Brief, Part 4: Project Data.
- 7.3.2. The information provided by the Authority and expressly indemnified for its accuracy pursuant to General Conditions of Engagement Sub-clause 5.1 [*Facilities, Information and Services of Others Provided by the Authority*] is contained within Chapter 3

[Authority Indemnified Project Data] of Schedule C: Project Brief, Part 4: Project Data.

8. STAFF RESOURCES TO BE PROVIDED

8.1. Minimum staff to be provided

The proposed minimum site staff and duration to be provided by the supervisory Consultants to perform Post contract Professional General and Site Supervision, Quantity Surveying, management and administration consultancy services for Refurbishment And Upgrading Works For Various Pumping Stations, CP – 770 is as follows.

Sl.no	Position	No.	Site Attendance	Duration, Months
<u>Site Staff as specified</u>				
1	Resident Engineer	1	100%	29
2	Ass. Resident Engineer (A)	1	100%	25
3	Ass. Resident Engineer (B)	1	100%	25
4	Planning & Cost engineer	1	100%	29
5	Mechanical Engineer	1	100%	28
6	Electrical Engineer	1	100%	28
7	Instrumentation, Controls and Automation (ICA) Engineer	1	100%	15
8	Quantity Surveyor	1	100%	24
9	Civil Inspector (A)	1	100%	29
10	Civil Inspector (B)	1	100%	27
11	Civil Inspector (C)	1	100%	25
12	Mechanical Inspector	1	100%	22
13	Electrical Inspector	1	100%	22
14	Health & Safety Environmental Inspector (A)	1	100%	25
15	Health & Safety Environmental Inspector (B)	1	100%	20
16	Document Controller	1	100%	29
17	Public Relation Officer - (PRO)	1	100%	29
18	AutoCAD Draftsman	1	100%	20
19	Secretary	1	100%	29

- a) The above Personnel shall attend all necessary and appropriate site and other project meetings throughout the currency of contract including the Period of Maintenance.
- b) The specification of site staff in the Project Brief does not relieve the Consultant in any way of providing whatever staff, expertise, or other personnel resources which may be required for the full compliance of his duties, obligations and liabilities in terms of the Professional Services Agreement, Conditions of Engagement and Project Brief.

- c) If, in the opinion of the Consultant, more Staff than the minimum specified is required to carry out the services, he is to allow for such additional staff as necessary in his Tender Price and include this cost by prorating this cost within the individual line items indicated within Section G -Schedule B1.

8.2. Site Staff

- (a) General Obligations
 - i) The Consultant is required to maintain daily attendance sheet for the staff deployed on site and shall obtain weekly approval from PWA.
 - ii) For periods of vacation, the Consultant shall provide a replacement of similar qualifications to ensure continuity of service. The Consultant shall inform PWA in not less than four (4) weeks advance about staff vacations or anticipated long periods of absence. Replacements shall only be mobilized after their approval by PWA. All approved replacement staff shall be on-site a minimum of 1 week prior to leave of original staff personnel for complete information transfer and project orientation without additional cost to PWA.
 - iii) The Consultant shall ensure that during vacations or long periods of absence of the designated and approved staff; that suitable alternative staffing arrangements are made in agreement with PWA. The replacement staff shall have prior knowledge of the project and have similar qualifications and experience to ensure continuity of service.

- (b) Site Staff Engaged Full Time

- i) Site staff employed by the Consultant in terms of the Professional Services Agreement and Conditions of Engagement shall work full time on the Project for the full duration of the engagement (or specified part of the engagement) at normal working hours and any other additional hours that are reasonably necessary, at no extra cost to the contract, in the executing of their duties and obligations in terms of the contract.
 - ii) The said staffs is expressly prohibited to carry out any work, tasks or provide services for the Consultants other than that work, tasks or services directly related to the project or as directed by the PWA.
 - iii) Site staff shall work regular evening or night shifts, or weekends as required by the programme and execution of the Construction Works or as directed by the PWA.

Regular evening or night shifts, or weekend work in addition to normal hours shall not be deemed to be additional services and the Consultant shall allow for same in his Tender Price.

- (c) Site Staff Engaged Part Time

General conditions and Requirements

- i) Part time shall be a minimum period or periods other than full time within the period of engagement for which the specific designated site staff are required for the purposes of the Professional Service Agreement.

- ii) The mobilization and amount of actual attendance required is the responsibility of the Consultant and shall be sufficient to carry out the functions and duties necessary in terms of the Professional Service Agreement and Project Brief. If in the opinion of the Consultant, more than the minimum period specified is required to carry out the services, he is to allow for such additional costs as necessary in his Tender Price.
- iii) The actual attendance shall be as and when the site staff is required at any time during the full period of engagement for the purpose of carrying out the services in terms of the professional Service Agreement and Project Brief.

9. SPECIFIC REQUIREMENTS

- i. The Consultant is required to submit details of his proposed teams together with their qualifications and experience in similar projects in terms of value and complexity.
- ii. The Consultant is to note that the qualifications and criteria requirements stated there in are to be strictly adhered to.
- iii. The Consultant may appoint a number of other personnel to support his activities In discharging his duties under this PSA including both design and construction.
- iv. The Team members shall be resident in Doha, Qatar full time for the full duration of the contract.
- v. All Engineers and support staff shall be dedicated full time to the project for the full duration up to the completion of the construction periods unless stated otherwise.
- vi. The Consultant shall submit with his Tender named and nominated individual members who will make up the Project Team, in Section D – Tender Deliverables Appendix E, who will be dedicated to undertake the Project.
- vii. Specialist staff / Sub Consultant who is not required to be permanently based in the Consultants Doha Office, as specified in the Project Brief, but who is part of the Project Team shall be clearly identified in the submitted Tender. The periods that they will be in Doha (Qatar) for familiarization, design, reporting, and liaison shall also be clearly stated in the submitted Tender.
- viii. Where any staff are to be used on a temporary basis for the Project, the written agreement from the staff's manager confirming and demonstrating their commitment to the Project Schedule shall be provided with the returned Tender and as otherwise appropriate.
- ix. The percentage allocation for all professional team members to be assigned to the Project shall be entered on the Staff Assignment Program distinguishing between those with part-time specialist input and those dedicated "full time" (if applicable).
- x. A written commitment by the successful Consultant nominating the project staff, their participation allocations, etc. in compliance with the above, the Project Brief, and the PSA Agreement in general shall be submitted to the Engineer / DPD – IA for approval; work shall only commence subject to the approval of the Engineer / DPD – IA.
- xi. On award of the Contract to the successful Consultant, all the specified Team staff candidates are subject to final interview and approval by the Engineer / DPD – IA based on candidate's suitability in terms of the DPD – IA requirements, the PSA, and the Project Brief.

- xii. Acceptance of the Tender as a whole will not imply automatic approval of any staff candidates submitted with the Tender. Full submissions will be required to be presented to the Engineer for his written approval as required by the Conditions of Engagement, and the Project Brief.
- xiii. Failure to nominate the prescribed Project Management Team staff with the specified qualifications and experience will result in the Tender being immediately disqualified.
- xiv. Any comments relating to the Project Brief and Scope of Services shall be clarified prior to the tender submission.

10. PROFESSIONAL QUALIFICATIONS AND CRITERIA FOR PROJECT STAFF

10.1. General Requirement and Criteria.

- 10.1.1. The Consultant shall provide suitably qualified staff as described in this brief and fully capable of representing and acting on behalf of Infrastructure Affairs.

The Tenderer is to submit qualified candidates who clearly demonstrate the Consultant's ability to provide an optimum service to ensure the project as a whole is carried out in the most cost effective manner and completed in time, while fully complying with authority and International standards of technical, operational and safety requirements.

The Engineer reserves the right to review all or any staff assigned to the project on a regular basis.

- 10.1.2. No staff member shall be allocated to or removed from the site without the Engineer's approval. Staff curricula vitae shall, in all instances, be submitted for the Engineer's consideration and approval prior to appointment to the site staff.

- 10.1.3. All the key individual members of the Team shall have:

- (a) Proven ability to manage projects of similar size and nature to deliver completed quality work on time and within budget.
- (b) Proven ability to coordinate a multi-disciplinary team on projects of similar size and nature
- (c) Proven ability to work cooperatively and effectively with a wide variety of interests/authorities.
- (d) The Architects, Engineers and all other key personnel must have extensive knowledge and experience in respect of international contract laws as they apply to large scale construction.
- (e) Must be fully computer literate and able to utilize computer technology to access data, maintain records, generate reports, etc. and in particular any project specific engineering and construction relevant software. This is particularly applicable to all degree qualified Engineers.
- (f) Must be fluent in English both written and spoken with an excellent capability in written technical skills as well as oral and written communication skills. This is particularly applicable to all degree qualified Engineers and Surveyors.

- 10.1.4. The design Referenced Standards and specifications applied to all projects under Infrastructure Affairs control are based on QCS, QSAS, NFPA, ANSI, and IBC practices.

It is therefore expected that the staff allocated to fill positions designated as Resident Engineer and/or Asst. Resident Engineer shall be fully conversant with and have had practical experience with these standards and specifications.

10.2. Qualification & Experience

The specified site and supervision staffs shall have the following minimum qualifications and criteria and must possess a valid certificate from the Engineer's Accrediting and Classifying Committee of Urban Planning & Development Authority (UPDA) during the period of the services.

10.2.1. RESIDENT ENGINEER

a) Qualifications

- Bachelor Degree in Civil Engineering from an accredited University to the approval of the Engineer. A recognised Professional Qualification would be a distinct advantage.

b) Experience

- Minimum 18 years demonstrable experience in all aspects of supervision of similar size sewage projects in the construction, refurbishment & upgrading, treatment works, and pump stations or equivalent construction projects.
- Must demonstrate his experience in respect of the technical proposals evaluation and its constructability, technology deployment, solving the technical problems that may arise during construction.
- Experience must include all environmental protection aspects of the construction and operation of similar size sewerage projects with particular emphasis on refurbishment & upgrading of pump stations.
- Ability to coordinate, corporate and communicate with other refurbishment & upgrading of various pump stations in term of pump stations shut down coordination and road closure etc.
- Must demonstrate the extent of his knowledge and experience in respect of international construction / contracts laws, contract administration procedure, and hold a perceptive understanding of Public Authority procedures and be capable of interpreting statutes, codes, ordinances and regulations.
- Review the 7 refurbishment and upgrading of various Pump Stations contracts document and highlight with report of its constructability issue with recommendations to the Engineer.

c) General

- Ability to lead and supervise a team of multi engineering disciplines staff and contractor in the refurbishment and upgrading of various pump stations within contract period and meeting PWA quality objectives.
- Must be fluent in English both written and spoken with an excellent capability in written technical skills as well as oral and written communication skills.
- Computer skills are mandatory.
- Proactive acumen and an ability to manage multiple sites is essential.

10.2.2. ASST. RESIDENT ENGINEER (A&B)

a) Qualifications

Bachelor's Degree in Civil / Structural Engineering from an accredited University to the approval of the Engineer. A recognised Professional Qualification would be distinct advantage.

b) Experience

- Minimum 15 years demonstrable experience in all aspects of supervision of similar size sewage projects in refurbishment & upgrading, treatment works, and pump stations or equivalent construction projects.
- Must demonstrate experience in respect of the technical proposals evaluation and its constructability, technology deployment, solving the technical site problems that may arise during construction.
- Should be able to evaluate and monitor the progress of the works in accordance with the submitted Work Breakdown Structure (WBS) along with the Cost Breakdown Structure and Resources Breakdown Structure.
- Experience must include all environmental protection aspects of the construction and operation of similar size sewerage projects.
- Ability to coordinate, corporate and communicate with other refurbishment & upgrading of various pump stations projects in term of pump stations shut down coordination and road closure etc.

c) General

- Ability to lead and supervise a team of multi engineering disciplines staff and contractor in the refurbishment and upgrading of various pump stations within contract period and meeting PWA quality objectives.
- Proactive acumen and an ability to manage multiple sites is essential.

10.2.3 PLANNING & COST ENGINEER

a) Qualifications

Bachelor's Degree in a relevant engineering discipline with certification in planning and scheduling of projects and in using Primavera applications (Primavera Project Management / P6 and Primavera Contract Management / Expedition) and cost engineering with minimum 10 years of experience, 3 of which should be in a similar role with engineering consultancy or project management consultancy.

b) Experience

- At least 12 years project management experience in planning, scheduling and cost engineering, including at least 5 years using Primavera Project Management (P6), Primavera Contract Management (Expedition).
- Good oral and written English language, with good report writing, analytical and computer skills.
- Extensive knowledge and experience in project planning, budgeting, cost phasing and control from the project initiation to close out phases, utilizing computer based systems (Primavera Project Management 'P6' & Primavera Contract Management 'Expedition'), within the framework of an integrated project services function for the effective management of a wide range of concurrent projects, to meet the business plan objectives.
- Completed at least one project in same role that is comparable in complexity and size to the project.

- Preferably, have minimum 3 years' experience in the Gulf region.
- Preferably, fully conversant with the standard forms of Contracts used in PWA projects.

c) General

- Using latest version of Primavera Project Management (P6) and Primavera Web Scheduling software for monitoring and reviewing the baselines and updated project schedules and cost.
- Using latest version of Primavera Contract Management (Expedition) as Contract Document Management software to track Correspondences, Drawings, Submittals, Material & Equipment Procurement, Daily Reports, Transmittals, Minutes of Meetings, Bill of Quantities, Proposals, Requests for Inspection, Requests for Clarification, Change Orders, Invoices, Payment Requisitions and Snag Lists and linking the Project information in Primavera Contract Management to the Primavera Enterprise Schedule.
- Ensuring the use of standardized forms and reports of Ashghal which are available in Primavera Contract Management (Expedition).
- Coordinating with the Engineer in the review and integration of the schedule into Ashghal database and will guide the Contractor in preparation of the schedule to be compatible with the integration requirements.
- Reviewing contractor's work program submissions including all narratives and supporting information, and provides analysis and findings.
- Verifying actual progress and comparing actual performances to original plans.
- Monitoring, adjusting and updating the cost plan and cash flows accordingly and the consolidating of these results in Consultant monthly reports.
- Estimating time element of change orders and submits his analysis to the Engineer and incorporating within the master schedule after authorization.
- Evaluating Contractor's Extension of Time requests and preparing recommendations to the Engineer.

10.2.4 MECHANICAL ENGINEER

a) Qualifications

Bachelor's Degree in Mechanical from an accredited University to the approval of the Engineer.

b) Experience

- Minimum 12 years demonstrated experience in all aspects of supervision of similar size sewage projects in refurbishment & upgrading, treatment works, and pump stations or equivalent construction projects.
- At least 5 years' experience in all aspects of mechanical design & review, construction supervision, testing and commissioning of mechanical equipment related to public infrastructure projects particularly in sewage treatment works and pumping stations.
- Preferably, have 5 years consulting experience as a mechanical engineer in an international consulting company.
- Experience in the testing and commissioning of sewage pumping stations, or sewage treatment plants and all environmental protection aspects of the construction.

- Should be able to evaluate and monitor the progress of the works in accordance with the submitted Work Breakdown Structure (WBS) along with the Cost Breakdown Structure and Resources Breakdown Structure.
- Must have ability to utilize computer technology to access data, maintain records, generate reports, etc. and experience in Primavera software will be added advantage.

c) General

- Proactive acumen and an ability to manage multiple sites is essential.
- Familiar with Qatar Construction Standards.
- Computer skills and the ability to utilize design software's are mandatory.

10.2.5 ELECTRICAL ENGINEER

a) Qualifications

Bachelor's Degree in Electrical Engineering from an accredited University to the approval of the Engineer.

b) Experience

- Minimum 12 years demonstrated experience in all aspects of supervision of similar size sewage projects in refurbishment & upgrading, treatment works, and pump stations or equivalent construction projects.
- At least 5 years' experience in all aspects of electrical design & review, construction supervision, testing and commissioning of electrical equipment related to public infrastructure projects particularly in sewage treatment works and pumping stations.
- Preferably, have 5 years consulting experience as an electrical engineer in an international consulting company
- Experience in the testing and commissioning of sewage pumping stations, or sewage treatment plants and all environmental protection aspects of the construction.
- Should be able to evaluate and monitor the progress in accordance with the submitted Work Breakdown Structure (WBS) along with the Cost Breakdown Structure and Resources Breakdown Structure.
- Must have ability to utilize computer technology to access data, maintain records, generate reports, etc. and experience in Primavera software will be added advantage.

c) General

- Proactive acumen and an ability to manage multiple sites is essential.
- Familiar with Qatar Construction Standards.
- Computer skills and the ability to utilize design software's are mandatory.

10.2.6 INSTRUMENTATION, CONTROLS & AUTOMATION(ICA) ENGINEER

a) Qualifications

Bachelor's Degree in Instrumentation and Control, Electronic Engineering, or Electronics & Instrumentation from an accredited University to the approval of the engineer.

b) Experience

- Minimum 12 years of demonstrated experience, with at least 7 years' experience in design & build Control & Instrumentation system such as field Instruments, PLC and SCADA, supervision, commissioning of control and automation in sewerage treatment works, sewage pump stations or equivalent projects.

- Work experience related to refurbishment & upgrading of sewage pumping station will be an added advantage.
- Must be able to review and supervise a broad range of control and instrumentation and software designs activities on variety of public infrastructure projects including sewage treatment plant, pump stations, coordination & interfacing with Operation and Maintenance (Drainage) Department existing system in the Master Station.

c) General

- The ability to utilize computer and design (programming) software's.
- Must be fluent in English both written and spoken with good capability in oral and written communication skills.
- Familiar with Qatar Construction Standards.
- Ability to supervise simultaneously on different project sites.

10.2.7 QUANTITY SURVEYOR

a) Qualifications

Bachelor's Degree in a Quantity Surveying discipline from a recognized University or Institution to the approval of the Engineer. A Post-Graduate Degree in Project / Programme Management or Construction Contract Law would be a distinct advantage.

b) Experience

- Minimum 12 years of experience in construction related quantity surveying and planning.
- Experience must include sewage projects in treatment works, pump stations, networks construction and civil.
- Experience in preparatory construction project monthly valuation.
- Experience in evaluating Site Instructions and Variation Orders.
- Experience in assessing and valuating Contractor's claims.

c) General

- Must be able to demonstrate skills to implement methods for dispute avoidance and resolution study.
- Must have ability to utilize computer technology to analyse data, maintain records, analyse financial data and generate reports.

10.2.8 CIVIL INSPECTOR (A, B & C)

a) Qualifications

Bachelor's Degree in Civil Engineering from an accredited Institution to the approval of the Engineer.

b) Experience

- Minimum 8 years demonstrated experience in all aspect of supervision of similar size sewage projects in the construction, refurbishment & upgrading, treatment works, and pump stations or equivalent construction projects.
- At least 5 years' experience in all aspects of civil inspection and supervision of civil works related to sewerage treatment and pumping stations.

- Experience should also include construction involving structural concrete, buildings, piping installations and road works, paving's, etc.
- Basic Knowledge in Surveying Equipment on site.

c) General

- Must have the ability to utilize computer technology to access data, maintain records, generate reports, etc.
- Proactive acumen and an ability to manage multiple sites is essential.
- Familiar with Qatar Construction Standards.

10.2.9 MECHANICAL INSPECTOR

a) Qualifications

Bachelor's Degree in Mechanical Engineering or equivalent from an accredited University to the approval of the Engineer.

b) Experience

- Minimum 8 years demonstrable experience of supervision of similar size sewage projects in refurbishment & upgrading, treatment plant and pump station projects.
- At least 5 years' experience in all aspects of mechanical inspection and installation supervision of mechanical equipment related to sewerage treatment and pumping stations.
- Experience should also include construction involving pumps, piping and other item installations and testing, PLC , SCADA System Control & Automation etc.
- Experience should also include supervision of control & instrumentation and software & hardware installation activities on a variety of public infrastructure projects including treatment works, pump stations, coordination & interfacing with Operation & Maintenance (Drainage) Department existing system in the Master Station, Testing & Commissioning etc.

c) General

- Must have the ability to utilize computer technology to access data, maintain records, generate reports, etc.
- Proactive acumen and an ability to manage multiple sites is essential.
- Familiar with Qatar Construction Standards.

10.2.10 ELECTRICAL INSPECTOR

a) Qualifications

Bachelor's Degree in Electrical Engineering or equivalent from an accredited University to the approval of the Engineer.

b) Experience

- Minimum 8 years demonstrable experience of supervision of similar size sewage projects in refurbishment & upgrading, treatment plant and pump station projects.
- At least 5 years' experience in all aspects of mechanical inspection and installation supervision of mechanical equipment related to sewerage treatment and pumping stations.
- Experience should also include supervision of control & instrumentation and software & hardware installation activities on a variety of public infrastructure projects including treatment works, pump stations, coordination & interfacing with Operation & Maintenance

(Drainage) Department existing system in the Master Station, Testing & Commissioning etc.

c) General

- Must have the ability to utilize computer technology to access data, maintain records, generate reports, etc.
- Proactive acumen and an ability to manage multiple sites is essential.
- Familiar with Qatar Construction Standards.

10.2.11 HEALTH & SAFETY ENVIRONMENTAL INSPECTOR (A&B)

a) Qualifications

- Bachelor's Degree in Engineering / Health & Safety / Environmental from a recognized University to the approval of the Engineer.

b) Experience

- Must have minimum 8 years of relevant experience in construction of sewerage, rehabilitation & upgrading construction projects preferably in drainage systems / sewerage systems, treatment works, pump stations or equivalent projects.

c) General

- Ability to demonstrate knowledge of Health & Safety and Environmental regulations and requirements for construction projects and awareness of all hazards likely to exist at construction sites, confined space, working with live sewerage, working with height, and working with electrical power in a wet environment.
- He will be site based and shall cover the following activities across multiple work areas on site:
 - i. Monitor the safety performance of contractors on site.
 - ii. Monitor compliance with occupational health standards and use of personal protection equipment.
 - iii. Participate in internal safety reviews and site inspections.
 - iv. Take part in incident investigation.
 - v. Check observance of the permit to work systems.
 - vi. Carry out or procure specialist HSE training.
 - vii. Implement health & safety standard on site.
 - viii. Site Safety report.

10.2.12 DOCUMENT CONTROLLER

a) Qualifications

- Diploma from accredited institution to the approval of the Engineer.
- Shall have matriculation and should be fully computer literate and conversant with Microsoft Office applications, with particular emphasis on **Primavera Expedition** applications.

b) Experience

- Must have minimum 5 years relevant experience.

c) General

- Must be fluent in English and computer skills are mandatory.

10.2.13 PUBLIC RELATION OFFICER (PRO)

a) Qualifications

Bachelor's Degree or Diploma from an accredited institution to the approval of the Engineer.

b) Experience

- Demonstrated experience in Public Relation Works dealing with public in a construction projects would be an advantage.
- Dealing, handling and resolving conflicts, feedbacks, complaints from the public and residents pertaining to the project.
- Initiating dialogue with the public, residents, Municipalities etc. as on public relation issues as directed by Project Manager.
- Conduct regular visits and ad hoc visit to residents affected by works and make necessary report and feed back to Project Manager and affected Resident.
- Must be by bilingual in Arab and English languages and must have a strong understanding of Qatari Culture.

c) General

- To assist in the planning and launching of public relation program, this include but not limited to the design, print and supply of notices and flyers and other material to pre inform public of works commencement to the approval of the Engineer.

10.2.14 AUTOCAD DRAFTSMAN

a) Qualifications

Bachelor's Degree or Diploma in Engineering from an accredited institution to the approval of the Engineer.

b) Experience

- Minimum 10 years demonstrated experience in the drafting experience on construction projects equivalent.
- Must have experience on the use of computer aided drafting software, AutoCAD etc.

c) General

- Must be fluent in English both written and spoken with good capability in oral and written communication skills.
- Computer skills and the ability to utilize design software are mandatory.

10.2.15 SECRETARY

a) Qualifications

- Diploma from accredited institution to the approval of the Engineer.
- Must be matriculate as a minimum and should be fully computer literate and conversant with Microsoft Office applications. Must be able to maintain filing and document control systems.

b) Experience

- Must have minimum 5 years relevant experience.

c) General

- Must be fluent in English both written and spoken with good capability in oral and written communication skills.
- Minimum 5 years demonstrable experience in the field of Construction / Infrastructure Development.
- Computer skills are mandatory.

SECTION C
PROJECT BRIEF
PART 2
AUTHORITY'S REQUIREMENTS

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1 MOBILISATION AND DEMOBILISATION

1.1. Mobilisation

- 1.1.1. Mobilisation is a temporary period which consists of activities and costs in connection with preparatory work and operations necessary for the movement of the Consultant's personnel, equipment, supplies, and incidentals to the project sites; for the establishment and removal of offices, buildings, and other facilities necessary for work on the Project; and for all other work or operations that must be performed or costs incurred when beginning (or, in the case of demobilising) ending work on the Project.
- 1.1.2. Mobilisation allows the Consultant to install the necessary human and other logistical arrangement to undertake the Services. These include the physical mobilisation as well as authority delegation by the Authority to enable the Consultant to deliver the Services.
- 1.1.3. Mobilisation period shall commence immediately upon the Commencement Date and shall be completed within fourteen (14) Days from the Commencement Date.

1.2. Mobilisation Deliverables

- 1.2.1. The mobilisation stage shall be completed upon the Engineer's non-objection of the following Deliverables:
- mobilisation plan;
 - project execution plan; and
 - project implementation plan.
- 1.2.2. Mobilisation Plan
- 1.2.2.1. The Consultant's draft mobilisation plan shall comprise Part 3 of Schedule C [*Resource Schedule*].
- 1.2.2.2. The full mobilisation plan shall be enhanced by, detailing inter alia, the following:
- job descriptions;
 - roles and responsibilities;
 - start and finish dates; and
 - technical competencies.
- 1.2.3. Project Execution Plan
- 1.2.3.1. The requirements for the Project Execution Plan are identified in Chapter 3 of this document

1.3. Mobilisation of Key Personnel

- 1.3.1. Preparation for mobilisation of Key Personnel identified in Schedule C: Resource Schedule: Part 5: Key Personnel shall commence immediately upon Agreement award. A full Mobilisation.
- 1.3.2. No Key Personnel shall be re-allocated or removed from the Project without the Engineer's prior non-objection.

1.4. Authority to Mobilise

- 1.4.1. In the event of reimbursement for the Consultant's Services using Reimbursable Rates then an Authority to Mobilise (ATM) form must be completed and non-objected by the Engineer prior to the mobilisation of any personnel engaged in such Services provision.

Refer to Section G: Pricing Schedule: Appendix 1: Authorisation to Mobilise Specimen Form.

The ATM process applies to all permanent and temporary personnel following Agreement award.

Key Personnel named in Schedule C; Resource Schedule; Part 5; Key Personnel are, pursuant to General Conditions of Engagement, Clause 10 [*Consultant's Personnel*], deemed non-objected and shall not be subject to review by the Engineer however Project registration via an ATM is a prerequisite for payment purposes.

- 1.4.2. The Authority will not make any payments until such personnel have been proposed under an ATM and the ATM has been non-objected by the Engineer.
- 1.4.3. The Authority shall not retain any responsibility in relation to costs incurred for personnel who have not received non-objected ATM.
- 1.4.4. In the event that the Consultant wishes to provide personnel to fulfil any role that does not comply with the Authority's personnel grading system, the Consultant shall obtain the Engineer's non-objection to such variance, prior to the provision of such personnel.
- 1.4.5. The non-objection by the Engineer of any of the Consultant's personnel does not relieve the Consultant from its obligation to provide whatever personnel, expertise, or other personnel resources which may be required for the full compliance of his duties, obligations and liabilities as defined in the Agreement.
- 1.4.6. The Engineer shall have the right to interview, in person or by video conferencing, and object / non-object any and all personal prior to commencement of their employment on the Project.
- 1.4.7. All personnel shall be subject to a three (3) month probation period regardless of the Engineer's interview and / or non-objection of an Authority to Mobilise.
- 1.4.8. The Engineer reserves the right to review the performance of all personnel assigned to the Project on a regular basis and reserves, at its absolute discretion, the right to instruct the Consultant to remove and replace personnel.

1.5. Demobilisation

- 1.5.1. Demobilisation period shall be the period commencing ninety (90) Days prior to the programmed Time for Completion or, in the event of termination pursuant to General Conditions of Engagement, Clause 19 [*Suspension by the Authority*] the period described in General Conditions of Engagement, Sub-clause 19.3 [*Termination*].
- 1.5.2. The Consultant shall, not later than ninety (90) Days from the commencement date, prepare and submit to the Engineer for non-objection a programme for effecting demobilisation. The programme shall set out, in such manner as the Engineer may direct, the sequence in which, and dates by which, the Consultant proposes to perform its demobilisation obligations under the Agreement and the date(s) by which the Consultant reasonably requires that the Authority should provide any further documentation or information or take any other action to permit the Consultant so to perform its demobilisation obligations.
- 1.5.3. The demobilisation shall encompass, as a minimum, the following:
 - the completion and provision of the final transition strategy and project close-out report;
 - provisions to ensure that non-essential expenditure is reduced as rapidly as possible;
 - the submission to the Engineer of a full and complete set of all document Deliverables;
 - the return to the Authority of Facilities, Information and Services supplied, pursuant to General Conditions of Engagement Sub-clause 5.1 [*Facilities, Information and Services*], or the cost of which has been included in any invoices or applications submitted by the Consultant;

- provisions to ensure that all sub-contract(s) and / or supplier:
 - contract(s) are assigned, as directed by the Engineer; and
 - warranties, where applicable, are extended in accordance with General Conditions of Engagement Sub-clause 3.5 [*Extended Warranties*].
- provisions to ensure that Final Account substantiation details are provided for to allow agreement within the allotted demobilisation period;
- provisions to ensure that training and competency / body of knowledge transfer is effected as required under the Agreement; and
- provisions to ensure that the transfer of Intellectual Property Rights is carried out in accordance with Conditions of Engagement Clause13 [*Intellectual Property Rights*].

2 CONSULTANT'S ORGANISATION

2.1. Personnel Conditions

- 2.1.1. The Consultant shall provide adequately experienced and qualified personnel to carry out the tasks required of it. Personnel qualifications and experience shall be commensurate with the strategic and specific nature of the Agreement.
- 2.1.2. The Consultant personnel shall be fully capable of representing and acting on behalf of the Authority, to ensure that the Services are carried out to the best quality, most economically advantageous cost and within the specified time to Authority standards and other national and international standards.
- 2.1.3. The Consultant shall provide sufficient personnel resources over the Project duration which shall be staged, as a minimum, in accordance with the resource schedule contained in Schedule C: [Resource Schedules]: Part 2: [Resource Allocation].
- 2.1.4. Allocated Key Personnel, as identified in Schedule C: [Resource Schedules]: Part 5: [Key Personnel] shall be fully conversant with, and have had, extensive practical experience with the Applicable Codes and Standards, specifications and procedures applicable to the Services.
- 2.1.5. Unless otherwise stated in the Agreement all Key Personnel and personnel seconded to the Authority shall be full time personnel based in the State of Qatar.
- 2.1.6. All Key Personnel shall:
- have proven ability to manage projects of similar size and nature and to deliver completed quality work on time and within budget;
 - have proven ability to coordinate a multi-disciplinary team on projects of similar size and nature;
 - have proven ability to work cooperatively and effectively with a wide variety of interests/authorities;
 - have extensive knowledge and experience in respect of international contract law as they apply to large scale construction;
 - be fully computer literate and able to utilise computer technology to access data, maintain records, generate reports, etc. and in particular any project specific engineering and construction relevant software; and
 - be fluent in English both written and spoken with an excellent capability in written technical skills as well as oral and written communication skills.
- 2.1.7. Working time:
- normal working hours of Consultant's personnel based in site offices or any other location shall consist of a minimum of eight (8) hour working day, six (6) Days a week for the full duration of the Agreement. Private Sector Public Holidays shall be applicable to the Consultant personnel based in the State of Qatar. The team's full time personnel shall work for the normal working hours stated above, and any additional hours as necessary, at no extra cost, in executing their duties and obligations under the Agreement. For the avoidance of doubt no payment shall be made for overtime worked in excess of the normal working hours unless instructed as a Change;
 - normal working hours for offshore personnel and shall be the standard working time of the relevant office and no payment shall be made for overtime worked in excess of the normal working hours unless instructed as a Change; and

- the Consultant's personnel shall be available whenever their duties so require. Considering the Baseline Programme and the nature of the works, it may be necessary for the Consultant to attend meetings or to do other necessary tasks outside normal hours and at weekends. No additional payments will be allowed for such occurrences, which are fully allowed for in the rates contained in Schedule B [Payment Schedules].
- 2.1.8. The Consultant shall use reasonable endeavours to employ Qatari nationals who shall be mentored and trained by the Consultant.

2.2. Personnel Subject To Time Charge

- 2.2.1. For services subject to evaluation pursuant to the application of Reimbursable Rates the Consultant will not be reimbursed for personnel absence from the Project where no alternative cover has been provided.
- 2.2.2. Where Consultant personnel are replaced, reimbursement will only be made for one personnel member, i.e. reimbursement will not be made for two overlapping personnel.
- 2.2.3. The Consultant shall maintain attendance records of all personnel commencement and completion dates, plus leave periods, and notify the Engineer of these intents a minimum of fourteen (14) Days in advance.
- where Daily Attendance Sheets are applied records shall be submitted weekly to the Engineer for non-objection; and
 - where Monthly Attendance Sheets are applied records shall be submitted monthly to the Engineer for non-objection.
- 2.2.4. Coverage for personnel during period of public holidays and approved sick leave, as per Qatar's labour law, shall be provided by other Engineer non-objected similarly qualified personnel without deduction to the remuneration payable to the Consultant in respect of personnel on leave.

2.3. Staff Mobilisation Process

- 2.3.1. Refer to Chapter 1 [*Mobilisation and Demobilisation*], Paragraph 1.4 [*Authority To Mobilise*].
- 2.3.2. All Key Personnel and personnel subject to Engineer's non-objection of an Authority To Mobilise shall meet the project qualification and grading requirements detailed in Paragraph 2.4 [Personnel Qualifications & Grading].
- 2.3.3. All personnel shall be subject to a three (3) month probation period regardless of the Engineer's interview and / or non-objection of an Authority to Mobilise.

2.4. Personnel Qualifications & Grading

- 2.4.1. Personnel shall have as a minimum the qualifications and experience criteria in accordance with the stipulated grade. Where the stipulated grade requires a qualification proof of the following is required:
- Tertiary Qualifications
A degree or other form of post graduate educational award from an organisation identified in the World Higher Education Database (WHED) published by the International Association of Universities; and
 - Chartered / Professional status
Proof of current membership or registration with an internationally recognised professional organisation.
- 2.4.2. Recognised professional organisations shall be those professional organisations / associations / bodies as recognised by the International Association of Universities in accrediting educational courses provided by the members of the International Association of Universities.

- 2.4.3. The Project personnel grading system detailing the level of experience grading to be applied to the Project team is shown in the Personnel Grading System below.

The criterion described in the Personnel Grading System are to be considered from a holistic perspective and understood as for guidance purposes and not absolute. The Engineer shall be entitled to use discretion and consider the candidates overall experience and ability when confirming personnel grade levels.

Personnel Grading System (Not applicable)

Personnel Grading System Guide						
The below criteria shall be considered by the Authority / Engineer from a holistic perspective, that is the requirements for columns 2 to 6 shall be considered as guides for determining the grade and shall not be considered as absolute requirements for grade attainment. The main criterion for determining grade shall be column 7.						
(1) Grade	(2) Educational Qualification	(3) Chartered Status / Professional License	(4) Minimum Years of Experience	(5) Minimum Years of similar Experience	(6) Regional Experience	(7) Key Competencies
Professional Personnel						
P1	BSc, BEng, BA or Equivalent	Required	More than 20	10	Preferred	Qualified professional who has reached the director level; capable of providing planning, leadership, direction, and technical expertise to manage complex tasks and multi-discipline projects. Or, Highly experienced technical specialist who will provide expert advice on complex matters requiring international world-class expertise. Should be recognised as an authority on the technical subject.
P1A	BSc, BEng, BA or Equivalent	Preferred	More than 20	10	Required	Qualified professional who has reached the director level; capable of providing planning, leadership, direction, and technical expertise to manage complex tasks and multi-discipline projects. Or, Highly experienced technical specialist who will provide expert advice on complex matters requiring international world-class expertise. Should be recognised as an authority on the technical subject.
P2	BSc, BEng, BA or Equivalent	Preferred (should be eligible)	More than 14	7	Preferred	Qualified professional who can manage and coordinate specialised activity, discipline or team of moderate size and complexity Leads in the formulation of advanced technical concepts.

Personnel Grading System Guide						
The below criteria shall be considered by the Authority / Engineer from a holistic perspective, that is the requirements for columns 2 to 6 shall be considered as guides for determining the grade and shall not be considered as absolute requirements for grade attainment. The main criterion for determining grade shall be column 7.						
(1) Grade	(2) Educational Qualification	(3) Chartered Status / Professional License	(4) Minimum Years of Experience	(5) Minimum Years of similar Experience	(6) Regional Experience	(7) Key Competencies
						Or, Provides specialist services in support of project requirements. Independently performs highly complex professional assignments demanding contributions calling for the application of specialised principles.
P2A	BSc, BEng, BA or Equivalent	Not required	More than 14	7	Required	Qualified professional who can manage and coordinate specialised activity, discipline or team of moderate size and complexity Leads in the formulation of advanced technical concepts. Or, Provides specialist services in support of project requirements. Independently performs highly complex professional assignments demanding contributions calling for the application of specialised principles.
P3	BSc, BEng, BA or Equivalent	Preferred (should be eligible)	More than 10	5	Preferred	Qualified professional who can manage and coordinate specialised activity, discipline or team of moderate size and complexity Leads in the formulation of advanced technical concepts. Or, Provides specialist services in support of project requirements. Independently performs highly complex professional assignments demanding contributions calling for the application of specialised

Personnel Grading System Guide						
The below criteria shall be considered by the Authority / Engineer from a holistic perspective, that is the requirements for columns 2 to 6 shall be considered as guides for determining the grade and shall not be considered as absolute requirements for grade attainment. The main criterion for determining grade shall be column 7.						
(1) Grade	(2) Educational Qualification	(3) Chartered Status / Professional License	(4) Minimum Years of Experience	(5) Minimum Years of similar Experience	(6) Regional Experience	(7) Key Competencies
						principles.
P3A	BSc, BEng, BA or Equivalent	Not Required	More than 10	5	Preferred	Qualified professional who can manage and coordinate specialised activity, discipline or team of moderate size and complexity Leads in the formulation of advanced technical concepts. Or, Provides specialist services in support of project requirements. Independently performs highly complex professional assignments demanding contributions calling for the application of specialised principles.
P4	BSc, BEng, BA or Equivalent	Not required	More than 5	3	Preferred	Qualified professional working under limited supervision capable of performing general technical works and manages projects or tasks of moderate complexity or less experienced personnel.
P4A	BSc, BEng, BA or Equivalent	Not required	More than 5	3	Required	Qualified professional working under limited supervision capable of performing general technical works and manages projects or tasks of moderate complexity or less experienced personnel.
P5	BSc, BEng, BA or Equivalent	Not required	More than 3	3	Preferred	Qualified professional working under limited supervision capable of performing general technical works and manages projects or tasks of moderate complexity or less experienced personnel.
P5A	BSc, BEng, BA or Equivalent	Not required	More than 3	3	Required	Qualified professional working under limited supervision capable of performing general technical works and manages projects or tasks of moderate complexity or less experienced personnel.

Personnel Grading System Guide						
The below criteria shall be considered by the Authority / Engineer from a holistic perspective, that is the requirements for columns 2 to 6 shall be considered as guides for determining the grade and shall not be considered as absolute requirements for grade attainment. The main criterion for determining grade shall be column 7.						
(1) Grade	(2) Educational Qualification	(3) Chartered Status / Professional License	(4) Minimum Years of Experience	(5) Minimum Years of similar Experience	(6) Regional Experience	(7) Key Competencies
P6	BSc, BEng, BA or Equivalent	Not required	More than 3	1	Required	Post Graduates with relevant qualifications and some relevant post qualification experience.
Technical Personnel						
T1	Technical Diploma	N/A	More than 15	10	Required	Can undertake complex technical support with no supervision tasks such as drafting, graphic design, engineering support, site inspections, IT network administration, document control, KPI analysis and computation.
T2	Technical Diploma	N/A	More than 10	5	Preferred	Can undertake complex technical support tasks with limited supervision such as drafting, graphic design, engineering support, site inspections, IT network administration, document control, KPI computation.
T3	Technical Diploma	N/A	More than 5	3	Preferred	Can undertake technical support tasks and follow procedures accuracy.
T4	Technical Diploma	N/A	UP to 5	1	Preferred	Can undertake technical support tasks and follow procedures accuracy.
Administrative Staff						
A1	Specialised Training	N/A	More than 15	10	Preferred	Personnel at this level are specialist within the administration area and are experts within their speciality. Such employees will typically have worked or studied in a relevant field and will have achieved a standard of relevant and/or specialist knowledge and experience sufficient to enable them to independently advise on a range of activities and features and

Personnel Grading System Guide						
The below criteria shall be considered by the Authority / Engineer from a holistic perspective, that is the requirements for columns 2 to 6 shall be considered as guides for determining the grade and shall not be considered as absolute requirements for grade attainment. The main criterion for determining grade shall be column 7.						
(1) Grade	(2) Educational Qualification	(3) Chartered Status / Professional License	(4) Minimum Years of Experience	(5) Minimum Years of similar Experience	(6) Regional Experience	(7) Key Competencies
						contribute, as required, to the determination of objectives, within the relevant field(s) of their expertise. Such as: Administration Manager; Senior Executive Assistant; Senior Administration Supervisor; Senior Supervising Document Controller; Senior Accounts Clerk.
A2	Training Certificates	N/A	More than 10	5	Preferred	Personnel at this level are subject to broad guidance or direction and would report to a manager as required. They are responsible and accountable for their own work and may have delegated responsibility for the work under their control or supervision, in scheduling workloads, resolving operation problems, monitoring the quality of work produced. They have advanced level of written and verbal communication skills. Such as: Project Administrator; Administration Assistant; Document Controller; Accounts Clerk; Public Relations Officer, Senior Secretary
A3	Formal Training	N/A	More than 5	5	Required	Personnel at this level will have achieved a level of organisation or industry specific knowledge sufficient for them to give independent advice and/or information to the organisation and clients in relation to specific areas of their responsibility. They possess procedural or systematic proficiency. Employees are responsible for output and managing own work- load with some Supervision Such as: Secretary Project Administrator; Administration

Personnel Grading System Guide						
The below criteria shall be considered by the Authority / Engineer from a holistic perspective, that is the requirements for columns 2 to 6 shall be considered as guides for determining the grade and shall not be considered as absolute requirements for grade attainment. The main criterion for determining grade shall be column 7.						
(1) Grade	(2) Educational Qualification	(3) Chartered Status / Professional License	(4) Minimum Years of Experience	(5) Minimum Years of similar Experience	(6) Regional Experience	(7) Key Competencies
						Assistant; Document Controller; Accounts Clerk ; Public Relations Officer
A4	N/A	N/A	N/A	7	Required	Can undertake simple tasks and follow instructions Such as Receptionists; Clerks; Office Administrators; Project Support Administrators; Drivers/Messengers
Notes on criteria:						
(1)	P Grades cover professional and management roles; T Grades cover technicians across a range of fields, including draftsmen, inspectors and engineering support personnel without relevant degree qualifications; and A Grades cover administrative and miscellaneous roles.					
(2)	For P1, P2, P3, P4 and P5 - the educational qualifications shall be obtained from an organisation identified in the World Higher Education Database (WHED) published by the International Association of Universities					
(3)	For P1, P2, P3 and P4 Grades - Chartered, Licensed or Professional certification shall be obtained from professional organisations / associations / bodies as recognised by the International Association of Universities in accrediting educational courses provided by the members of the International Association of Universities					
(4)	Years of practical experience since obtaining minimum educational qualifications specified. A postgraduate degree such as Masters in Science Degree counts as additional 2 years of experience; and a Ph.D. Degree counts as additional 4 years of experience. For Grades P1, P2, P3 and P4, a minimum of 5 years of experience is preferable.					
(5)	Experience with roles similar to proposed role on this project					

Personnel Grading System Guide						
<i>The below criteria shall be considered by the Authority / Engineer from a holistic perspective, that is the requirements for columns 2 to 6 shall be considered as guides for determining the grade and shall not be considered as absolute requirements for grade attainment. The main criterion for determining grade shall be column 7.</i>						
(1) Grade	(2) Educational Qualification	(3) Chartered Status / Professional License	(4) Minimum Years of Experience	(5) Minimum Years of similar Experience	(6) Regional Experience	(7) Key Competencies
(6)	Experience within the Middle East region					
(7)	General description of required skills and competencies					

3 PROJECT EXECUTION PLAN (PEP)

3.1. Establishment of Project Execution Plan (PEP)

3.1.1. The Consultant shall establish and deliver a comprehensive suite of fully integrated and fully functioning plans, systems and procedures for the Project. These must be coordinated with the Engineer's programme level system

3.1.2. The Consultant shall prepare and implement a Project Execution Plan in two main parts:

- Project Management Plan (PMP) which should include, as a minimum, the Project organisational structure; Project team responsibilities and reporting relationships, management systems and procedures, processes and work instructions; and
- Project Implementation Plan (PIP) which should include, as a minimum, coordinated plans to collectively define, describe and encompass the Consultant's proposed systems, methods, procedures, processes, sequencing of activities, and the like and shall show how these combine together to demonstrate that the services will be delivered to meet the Authority's requirements.

3.1.3. The PIP shall include, inter alia:

- 1) Stakeholder management and communication plan;
Construction phase stakeholders, including the Authority, the Authority project managers, statutory and permitting authorities, and public utility providers;
- 2) Environmental Management System (EMS);
- 3) project control:
 - risk and opportunity management plan;
 - work breakdown structure;
 - QS and cost control plan;
 - project master schedule;
 - change control management system;
 - document management system; and
 - reporting system.
- 4) commercial management:
 - cost control system; and
 - claims management plan.
- 5) quality management system (QMS);
- 6) Health, Safety and Security Management System (HSSMS);
- 7) construction supervision:
 - construction supervision manual; and
 - construction standards and specifications.
- 8) defects liability period management plan;
- 9) communications and document management plan;
- 10) quality management plan;
- 11) Consultant's demobilisation plan;
- 12) health, safety and security management plan;

- 13) environmental management plan;
 - 14) sustainability plan;
 - 15) utility management plan;
 - 16) planning, environmental and traffic consents plan;
 - 17) engineering plan;
 - 18) project programme;
 - 19) procurement plan, if appropriate;
 - 20) contract administration plan – which shall include:
 - 11.1 Governance requirements
 - 11.1.1 reporting;
 - 11.1.2 meetings; and
 - 11.1.3 delegated levels of authority
 - 11.2 key milestone management;
 - 11.3 change control;
 - 11.4 document management; and
 - 11.5 deliverables schedule
 - 21) stakeholder management;
 - 22) PR & communications;
 - 23) risk management;
 - 24) operations and maintenance period management plan; and
 - 25) project transfer and consultant demobilisation plan.
- 3.1.4. Unless otherwise stated, all plans and documents shall be submitted in preliminary form within thirty (30) Days from the Commencement Date and shall obtain the Engineer's non-objection within one hundred and twenty (120) Days from the Commencement Date.
- 3.1.5. Further submissions shall be made:
- when required in accordance with the Project Programme;
 - when requested by the Engineer; or
 - whenever any change occurs that invalidates the information contained in the previously submitted and reviewed document, within fourteen (14) Days of the occurrence of such change.
- 3.2. Document Control and Information Management**
- 3.2.1. The Consultant shall provide administrative and document control support to the Agreement.
- 3.2.2. The Consultant shall implement and manage an Electronic Document Management System (EDMS) that shall be non-objected by the Engineer and link into the Engineer's PMDS (Programme Management Delivery System).
- 3.2.3. The Consultant shall ensure that document control systems employed by designers, suppliers and contractors under its direction are sufficiently consistent with the Consultant's EDMS as to provide appropriate information and oversight of all appropriate information and correspondence. This system as with all other systems should link into

the Engineer's PMDS.

- 3.2.4. The Consultant shall ensure that a single document control system operates at all Agreement locations.
- 3.2.5. The Consultant shall develop for the Engineer's non-objection a process for archival and retrieval of data.
- 3.2.6. All correspondence and communication in connection with the Project shall be in accordance with a comprehensive Communications and Document Management Plan, processes and procedures developed by the Consultant and non-objected by the Engineer.

4 DOCUMENT CONTROL AND REVIEW

4.1. General

- 4.1.1. The Consultant shall prepare the Deliverables as required under the Agreement and shall maintain all relevant documents and provide the Engineer with paper and electronic copies.
- 4.1.2. The documents to be submitted to the Engineer include not only the Deliverables defined in the Conditions of Agreement, but also other documents as required in the Project Brief.
- 4.1.3. Identification of documents in this section is not to be considered as exhaustive and shall not relieve the Consultant from its obligation to hold all documents produced in the course of the Project at the Engineer's disposal or to submit any document "for information only" or "for review" at the request of the Engineer.

4.2. Communications and Document Management Plan

- 4.2.1. The Consultant shall use a Communications and Document Management Plan for registering, recording, controlling and retrieving Project documents. The Consultant's Communications and Document Management Plan shall include the Consultant's Document Submittal List.
- 4.2.2. The Consultant's Document Submittal List shall include all documents to be submitted during the currency of the Agreement. For each document the Consultant shall specify if it will be complete at the first issue or if several steps shall be carried out during the implementation of the studies. In the case of document which will be the object of review, the Consultant shall provide the Engineer with the date of the first issue and the date of the definitive issue.
- 4.2.3. The Document Submittal List shall show the time schedule for issuance of the documents, documents status, classification, and other details required for control of documents. The Consultant shall make allowance for review of the documents by the Engineer and for any modification of the documents. The Document Submittal List shall indicate documents prepared for non-objection and documents prepared "for information only" separately. The Document Submittal List shall be consistent with the Master Programme.
- 4.2.4. Twenty one (21) Days after the Commencement Date the Consultant shall submit to the Engineer for non-objection the proposed Communications and Document Management Plan and a proposal for document and drawing numbering and system codes to be used for all Deliverables in compliance with an identification system to be non-objected by the Engineer.

4.3. Communication and Document Transmittal Procedure

- 4.3.1. The Consultant shall establish a comprehensive Communications and Document Transmittal Procedure for all communications and transmittal of documents between the Consultant and the Engineer. This procedure shall become part of the Communications and Document Management Plan and shall be submitted to the Engineer for non-objection twenty one (21) Days after the Commencement Date. This procedure shall include an 'e-mail Communication protocol' compliant with General Conditions of Engagement Sub-clause 2.8 [*Communications*].
- 4.3.2. The Communications and Document Transmittal Procedure shall take into account, *inter-alia*, the following:
 - documents shall be dispatched under cover of a Document Transmittal Sheet as defined below;
 - for each document dispatched, there shall be one Action Addressee to whom the original Document Transmittal Sheet is sent. Dispatch of documents to other addressees (copies), when necessary, shall be under cover of a copy of the original Document Transmittal Sheet;

- all the information given below shall be shown on the Document Transmittal Sheet:
 - type of document;
 - designation of the document originator;
 - name and address of the Action addressee;
 - mail identification code;
 - document transmission date;
 - signature, name and function of authorised signatory;
 - document medium (paper, microfilm, polyester) with number of copies for each medium;
 - document identification number;
 - title of document;
 - document revision index;
 - document status;
 - first submittal or resubmittal; and
 - distribution list of other addressees showing number of copies in each different medium.
- each transmittal shall include only one type of document and shall be sufficiently complete to permit the Engineer to check the documents included; and
- the time schedule for submittals shall comply with the Master Programme and the sequencing of Services by the Consultant as described in the Document Management Plan.

4.4. Review of documents

4.4.1. The documents to be provided by the Consultant are divided in two categories:

- documents to be submitted for the non-objection of the Engineer; and
- documents to be submitted for information.

4.4.2. Document categorisation shall be in a format non-objected by the Engineer.

4.5. Documents Submitted for Non-Objection

4.5.1. First submission

4.5.1.1. Any document transmitted for review by the Engineer for the first time shall have the index A0 and the status "PREL" (Preliminary). The comment "Document to be reviewed by the Engineer" shall be indicated on the Document Submittal Sheet.

4.5.1.2. The Engineer shall review the documents, within twenty one (21) Days following receipt of the issue of the hard copy of the document by the Engineer.

4.5.1.3. A Comment Sheet attached to the commented document including if any, comments made by the Engineer will be returned to the Consultant with one of the following notations:

- non-objection (NOB);
- non-objection with revisions noted (NOB-R); or
- revise and resubmit (RAR).

4.5.1.4. Documents marked NOB will authorise the Consultant to proceed with the services covered by such documents.

4.5.1.5. Documents marked NOB-R will authorise the Consultant to proceed with the services covered by such documents, subject to the modification of the document as per remark expressed by the Engineer.

4.5.1.6. Document marked RAR shall be revised and corrected by the Consultant and resubmitted to the Engineer within fourteen (14) Days following receipt of Engineer's comments.

4.5.2. Second Submission

4.5.2.1. For the second submission of a document, the document shall again have the status "PREL" (for "Preliminary") and shall be submitted to the Engineer with an index number increased by one (A0 becoming A1).

4.5.2.2. The Engineer shall review the documents, within fourteen (14) Days following receipt of the issue of the hard copy of the document by the Engineer.

4.5.2.3. If after the second review of the document, the Engineer is not satisfied by the said document, then a specified urgent procedure shall be engaged to accelerate the resolution process. This procedure shall be drafted and included in the Document Management Plan.

4.5.3. Issue of Final Documents

4.5.3.1. For the first and second submission, the Consultant shall submit final documents, in accordance with any corrections (if any) required by the Engineer, with status marked "VFE" (Valid For Execution), within twenty one (21) Days following receipt of the Engineer's notation (NOB or NOB-R).

4.5.3.2. After the urgent procedure, the Consultant shall submit final documents, in accordance with any corrections required by the Engineer, with status marked "VFE" (Valid For Execution), within seven (7) Days following receipt of the Engineer's notation.

4.5.3.3. The number of the index is removed (for example index A1 becomes A).

4.5.4. Failure to Return a Document within a Review Period

4.5.4.1. If the Engineer fails to issue a comment sheet regarding the submitted document to a Consultant within a particular review period, the document shall be deemed to have the notation (NOB).

4.5.4.2. Any revision affecting a document marked "VFE" shall require resubmitting the document to the Engineer for review as per the Project Brief.

4.5.4.3. In the particular case of a minor modification without incidence on the Authority's Requirements, a specific procedure shall be drafted and included in the Document Management Plan.

4.6. Documents Submitted for Information

4.6.1. Any document transmitted "for information only" to the Engineer shall have the index without number (for instance A or B) and the status "VFE". The comment "for Information only" shall be indicated on the Document Transmittal Sheet.

4.6.2. The Engineer may provide comments to the Consultant in the documents transmitted "For Information only". The Consultant may or may not, at its sole discretion, take into account these comments and resubmit the document to reflect the Engineer comments.

4.7. Time for submission

4.7.1. Submission of document shall be in accordance with the principles set out in the Deliverables Schedule as non-objected by the Engineer.

4.8. Submissions

4.8.1.1. The Consultant shall submit to the Engineer the required number of copies of all Deliverables and submissions in hard-copy and digital format (on compact disc), in a non-

objected format, which is compatible with the Authority's IT systems.

Submission	Hard Copies (Paper)		Soft Copies (Compact Disc)
	Non-Objection PREL	Non-Objection / Information VFE	
Reports	2	3	1
Plans / Procedures / System documents	2	3	1
Records / Time Sheets and the like	-	1	1
Specifications	2	3	1
Technical documents	2	3	1
Drawings	2*	3	1
Administration non-objections i.e. ATM	-	1	-

4.8.2. The Consultant shall submit to the Engineer all non-objected documents in digital format. All drawings shall be in digital format compatible with AutoCAD latest version, and the file format shall be DWG and DXF files. All text documents shall be in digital format compatible with Microsoft Word™ latest version, and the font to be used is Arial text size 11 unless otherwise non-objected by the Engineer. All calculations shall be in digital format compatible with Microsoft Excel™ latest version. All other documents (manufacturer's literature, extracts from technical papers, etc.) shall be converted (via scanning) into a digital format compatible with the Authority's IT systems. PDF files shall be provided for all documentation / drawings as required during the Agreement.

4.8.3. Hard copy reports shall be comb bound with hard covers and accompanying drawings (in colour) either up to A3 size bound-in or A1 size folded and inserted into plastic holders.

4.8.4. Documents shall be checked and approved by appropriate Consultant personnel (non-objected by the Engineer) signified as such on check sheets or boxes.

4.9. Address of submission

4.9.1. Documents shall be submitted to the Engineer's contact address as identified in General Conditions of Engagement: Appendix I: Memorandum of Agreement. The Consultant shall take into account the delay of delivery for submission of document.

4.10. Electronic Format of the Consultant's Document

4.10.1. Drawing files shall be in the latest agreed AutoCAD format.

4.10.2. Reports, procedures, calculations, proposals, lists, spread-sheets and databases shall be in the latest agreed version of Microsoft Office format.

4.10.3. The latest agreed Adobe Acrobat Reader format will be an acceptable alternative for electronic submittals of proprietary information.

4.10.4. If other file formats are proposed, the Consultant shall obtain agreement from the Engineer and provide ten (10) licensed copies of the required software.

4.10.5. All electronic files for the project programming activities shall be in Primavera Project Planner format, version P6.

5 STAKEHOLDER MANAGEMENT

5.1. Regulatory and Inter-Agency Approval Co-ordination

- 5.1.1. Where the Consultant requires its support the Engineer will assist the Consultant in coordination with regulatory agencies and other stakeholders which have an interest or are participants in the Project and facilitate resolution of issues arising.
- 5.1.2. Where the Consultant requires its support the Engineer will assist the Consultant to secure the necessary permits and regulatory and legislative approvals.
- 5.1.3. The Consultant shall provide technical assistance in performing all tasks required to secure undertakings with other departments and third parties as required.
- 5.1.4. The role of the Central Planning Office (CPO) as the primary point of inter-agency coordination and non-objection is noted. The Consultant shall ensure that regular coordination with the CPO is undertaken and shall provide all Project information required by the CPO in the time constraints requested. This will be coordinated through the Engineer

5.2. Health, Safety, Security, Quality and Environment

5.2.1. General

- a) the Consultant shall adopt Health, Safety, Security, Quality and Environment (HSSQE) management system, processes developed by the Engineer within the PMDS;
- b) the Consultant shall ensure that its personnel receive adequate training in the use of the HSSQE system; and
- c) the Consultant shall ensure that adequate training is provided for all personnel in accordance with the health safety and security management plans.

5.2.2. Quality Assurance and Environmental management

- a) the Consultant shall adopt the Quality assurance and environmental management systems developed by the Engineer and held within the PMDS;
- b) the Consultant shall administer a Quality Management System (QMS), which defines all the processes and has the necessary flexibility to be applicable throughout the lifecycle of the Project and the various contracts that will be required;
- c) the QMS shall be administered by the Consultant and may involve all stakeholders including, but not limited to, the Authority, third parties, the public (as approved by the Authority), consultants and the contractors;
- d) the Consultant shall ensure that the QMS policy is communicated throughout the project and enable the Authority and the Engineer to witness any defined Quality Control points;
- e) the Consultant shall ensure that all staff is provided with appropriate training to undertake the functions required of them under the quality management system;
- f) the Consultant shall ensure that all contracts with designers and contractors contain appropriate requirements for quality management systems and that they operate in accordance with these contractual obligations;
- g) the Consultant shall cooperate with the Authority and the Engineer in undertaking audits and shall develop an audit plan to ensure that audits are undertaken at such a time that key activities can be audited; and
- h) the Consultant shall ensure that the designers and contractors undertake all agreed remedial actions arising from non-conformance discovered during audits.

5.2.3. Quality Management Deliverables

- a) The Consultant shall:
 - i. manage the project quality assurance system and quality control plan in accordance with the QMS;
 - ii. monitor the design, and construction activities and quality of the works against the requirements of the contract documents and the QMS;
 - iii. review and approve, with the site supervision consultant as necessary, all quality management plans and procedures to ensure compatibility with the Project's plans and procedures;
 - iv. report on the consultants' and contractor's failure to comply with the requirements of the project quality assurance system and quality control plan;
 - v. monitor the issuing of quality non-compliance reports by the contractor and to the contractor by the site supervision consultant and the completion of a quality non-compliance register;
 - vi. monitor the rectification of quality non-compliances;
 - vii. identify trends in quality non-compliances and proactively identify with the consultants and the contractor measures to stop the trends;
 - viii. monitor the preparation and submittal of final reports by site supervision staff on quality management; and
 - ix. manage the completion of all rectification works.

5.2.4. Quality Assurance & Audit

- a) by means of formal review and approval, the Consultant shall acquire a thorough knowledge of the intentions of all parties participating in the project with regards to quality assurance and quality control;
- b) the Consultant shall verify and validate the effective implementation of such plans by means of surveillance and audit of project activities and the associated records;
- c) the Consultant shall carry out audits of all the activities in QMS at quarterly intervals, or at such other intervals as the Engineer may require, ensuring the continuing suitability and effectiveness of the quality system. Reports of each such audit shall be submitted promptly to the Engineer.; and
- d) the Consultant shall submit for review by the Engineer details of the qualifications, and experience of personnel assigned to design verification, to audit activities, and to inspection and testing activities.

5.2.5. The Authority Quarterly QMS Audits

- a) quality audits may be conducted by the Authority through the Engineer to verify the implementation and maintenance of the QMS as specified herein; and
- b) during the contract period, upon receipt of Corrective Action Request (CAR), Non Conformance Report (NCR), or similar issued as a result of quality audit, the Consultant shall submit for review a proposed corrective and preventive action plan within fourteen (14) Days of notification.

5.2.6. Non-conformances

- a) the Consultant shall maintain a Nonconformity Register to indicate the status of all nonconformities, which are identified by the Engineer and the Consultant. The Consultant shall issue a written report to the Engineer on all nonconformity findings reported;

- b) the Engineer shall have the right to suspend work activities should a party fail to address non-compliances;
- c) the Consultant shall establish an approved, documented mechanism that prioritises the resolution of such issues. Accordingly, contract documents shall include the Engineer's rights and the established mechanism; and
- d) where the Engineer instructs a suspension of any defective works or part thereof, such suspension shall continue until the Consultant has satisfied the Engineer that satisfactory corrective action has been taken to eliminate the cause of the suspension.

5.2.7. Environmental Management

- a) in order to minimise the environmental impact, the Consultant shall establish and administer an over-riding Environmental Management System (EMS), which shall be effective throughout the lifecycle of the Project. This system must link in with the Engineer's PMDS;
- b) this EMS shall be fully compliant with local legislation, applicable regulations and codes of practice. The EMS shall be modelled around the requirements of ISO14001:2004 "Environmental Management Systems Requirements with Guidance for Use" and the underlying philosophy to promote a culture of continuous improvement;
- c) the Consultant shall ensure that the Authority's Environmental policy is communicated throughout the Project. In addition, the Consultant must ensure that the Project wide stance which reflects Environmental Awareness, based around the fundamentals of risk management, such that the environmental aspects of the works are regularly assessed in order that perceived environmental impacts can be mitigated at the earliest opportunity;
- d) the over-riding EMS shall involve stakeholders as recommended by the Consultant and as designated by the Engineer including but not limited to the Authority, third parties, the public (as non-objected by the Engineer), consultants, and the contractors;
- e) the Consultant shall ensure that all personnel are provided with appropriate training to undertake the functions required of them under the environmental management system;
- f) the Consultant shall ensure that all contracts with designers and contractors contain appropriate requirements for Environmental Management Systems, and that they operate in accordance with these contractual obligations;
- g) the Consultant shall cooperate with the Engineer in undertaking environmental audits and shall develop an audit plan to ensure that audits are undertaken at such a time that key activities can be audited; and
- h) the Consultant shall ensure that the designers and contractors undertake all agreed remedial actions arising from non-conformance discovered during environmental audits;

5.2.8. Environmental Management Assurance

- a) by means of formal review and comment, the Consultant shall acquire a thorough knowledge of the intentions of all participating parties with regards to environmental management. The Consultant shall verify and validate the effective implementation of such plans by means of surveillance, audit and inspection of the project activities and the associated records;

- b) The Engineer shall have the right to suspend work activities should a party engaged on the Project fail to address non-compliances, and the Consultant shall ensure that this right is reflected in all contracts that will be required for the delivery of the Project;
- c) The Consultant shall establish an approved, documented mechanism that prioritises the resolution of non-compliance issues. Accordingly, contract documents shall include the Engineer's rights and the established mechanism; and
- d) The Consultant shall conduct monthly performance reviews involving an assessment of the EMS and Sustainability Objectives against the agreed targets.

5.2.9. Environmental Assessment & Coordination

- a) Assessment
 - i. the Consultant shall ensure that all necessary measures and investigations are undertaken during the planning and implementation of the projects to ensure compliance with environmental regulations and guidelines in Qatar; and
 - ii. the Consultant shall ensure that any required submissions are prepared in a timely manner and monitor submissions, approvals and issue of permits by authorities.
- b) Coordination of environmental activities
 - i. the Consultant shall;
 - confirm the environmental permits required and maintain a proactive approach with the various authorities to ensure prompt resolution of any issues arising;
 - manage the project's environmental activities in accordance with the EMS;
 - confirm the environmental requirements for any enabling works;
 - oversee the preparation of any Environmental Impact Assessment (EIA) for the enabling works by other consultants and specialists;
 - coordinate and oversee the preparation of Environmental Impact Reports and Risk Assessments by other consultants and specialists;
 - oversee the preparation of any relevant Construction Environmental Management Plan (CEMP) to be developed by contractors during the construction of the Project;
 - liaise with the contractors for the surveys and with others as required on associated environmental issues;
 - confirm the environmental permits required and maintain a proactive approach with the various authorities to ensure prompt resolution of any issues arising;
 - review the Contractors' previous environmental performance;
 - review and non-object, or enforce revision of the CEMP and procedures;
 - issue environmental non-compliance reports to the contractor and the Engineer;
 - maintain an environmental non-compliance register;
 - monitor that environmental non-compliances are rectified;
 - identify trends in environmental non-compliances and proactively identify with the contractor measures to stop the trends; and

- monitor the preparation and submittal of final reports by the site supervision consultant and contractor on environmental management.

5.3. Sustainability Planning

- 5.3.1. The Authority adopts Global Sustainable Assessment System (GSAS) and the concept of sustainable developments in its projects. The Authority signed a Memorandum of Understanding with Barwa & Qatari Diar Research Institute (BQDRI) on the provision of measures to adopt, apply and develop a sustainable building concept to create a better living environment for natives and residents.
- 5.3.2. In order to maximise the use of sustainable design, renewable technology, construction, and operations, an over-riding set of Sustainability Objectives need to be effective throughout the Project lifecycle, from conceptual design through to start-up and operations.
- 5.3.3. The Consultant shall assist in the development of the Sustainability Themes and Goals for approval and adoption by the Authority with an underlying philosophy to promote a culture of continuous improvement. The Consultant shall also develop a regime of sustainability monitoring and reporting which all Consultants, Contractors and other participants in the Project, and monitored and overseen by the Consultant, shall adopt.
- 5.3.4. The Consultant shall ensure that the Authority's Sustainability Objectives and monitoring requirements are communicated and implemented throughout the Project to all parties and participants. In addition, the Consultant shall ensure that there is a Project wide stance, which reflects sustainability awareness, such that the sustainable elements of the works are regularly assessed in order to maximise the sustainable performance of the Project.
- 5.3.5. The over-riding sustainability objectives, as administered by the Consultant, shall involve all stakeholders including but not limited to the Authority, third parties, the public (as non-objected by the Engineer), consultants and the contractors.
- 5.3.6. The Consultant shall:
- a) manage the Project's sustainability activities in accordance with the PMDS;
 - b) prepare the list of criteria regarding short-term sustainability during construction and long-term sustainability for the asset;
 - c) establish how far back on the supply chain the Project will go regarding compliance with the established criteria;
 - d) set out the inter-relation with either the QSAS accreditation or other green building guidelines and, if required, document how the Project will achieve the accreditation;
 - e) if required, document how the Project will construct in a low carbon emission way and offset carbon produced during construction;
 - f) monitor the design and execution of the works against the requirements of the PMDS; and
 - g) monitor the preparation and submittal of final reports by the site supervision consultant and contractor on sustainability management.

6 AUTHORITY'S PROCESSES AND PROCEDURES TO BE FOLLOWED

6.1. Office, Resources and Equipment

Consultant Provided Facilities

- 6.1.1. The Consultant shall provide a furnished Project office based in Doha, which shall be sufficient to accommodate the Consultant's resources as necessary to complete the Services.
- 6.1.2. The Consultant shall also provide, inter alia:
- all necessary IT hardware and software systems, including servers and networks, specific Project based software systems and associated licences;
 - all project controls systems and associated licences;
 - Project office stationary and associated consumables;
 - personnel transportation;
 - mobile phones and associated communications devices;
 - all visas, permits and the like necessary to carry out the Services; and
 - statutory insurances and appropriate insurance coverage for design Consultancy services.

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PROJECT BRIEF
PART 3
SERVICES IMPLEMENTATION

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1. OBJECTIVES – PROJECT UNDERSTANDING

This shall comprise the following extracts from Section D: Technical Tender Deliverables, appendices:

Chapter 1: Objectives – shall comprise Appendix G, 8.1 – Project Understanding

2. STRATEGY - APPROACH

This shall comprise the following extracts from Section D: Technical Tender Deliverables, appendices:

Chapter 2: Strategy – shall comprise Appendix G, 8.2 - Approach

3. METHODOLOGY

This shall comprise the following extracts from Section D: Technical Tender Deliverables, appendices:

Chapter 3: Methodology – shall comprise Appendix G, 8.3 - Methodology

4. APPLICABLE STANDARDS

This shall comprise the following extracts from Section D: Technical Tender Deliverables, appendices:

Chapter 4: Applicable Standards – shall comprise Appendix H – Applicable Standards

SECTION C
PROJECT BRIEF
PART 4
PROJECT DATA

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1. INTRODUCTION

- 1.1 The list of information contained within this document Section C: Part 4: Project Data constitutes the Project Data and highlights other data sources that the Consultant is deemed to be familiar with.
- 1.2 As a consequence of the rapid development of the State of Qatar's various governmental and statutory body's infrastructure implementation programmes the Project Data provided is to be construed as accurate at the Base Date but must be understood to be subject to continuous development and expansion over the currency of the Agreement. It is the Consultant's responsibility to ensure continuous and close interface management with the various stakeholders providing the Project Data so as to ensure that the Consultant shall always retain the latest edition of the Project Data identified within this document.

2. CODES, STANDARDS AND REGULATIONS OF AUTHORITIES HAVING JURISDICTION

2.1 The Consultant shall be deemed to have copies of the following standard documents and, where appropriate, to have included within the Agreement prices for complying with the provisions of the specifications regulations, terms and conditions, standard Authority procedures etc contained therein:

- a) Qatar National Construction Standards (QCS 2014) latest Edition published by Qatar General Organisation for Standards and Metrology and all subsequent revisions and amendments, if any, be deemed to have in his possession;
- b) the current Regulations for the Installation of Electrical Wiring, Equipment and Air Conditioning of Residential and Commercial Building, by the Ministry of Electricity and Water, P.O. Box 41, Doha;
- c) any current and relevant regulation notice or circular issued by the Ministry of Municipal Affairs & Agriculture (including the previous Ministry of Public Works and the previous Ministry of Industry & Public Works), the Ministry of Electricity and Water or the appropriate local Municipality prior to the date of the newspaper advertisement to Tender;
- d) the Qatar Survey Manual prepared by the Urban Planning & Development Authority (UPDA);
- e) the Qatar Highway Design Manual 1997 Edition prepared by the Ministry of Municipal Affairs and Agriculture;
- f) the Qatar Traffic Manual prepared by the Ministry of Industry & Public Works;
- g) any local Municipal Regulations;
- h) the State of Qatar Law No (6) of 1987 and all subsequent amendments concerning materials and equipment from Qatar or other CCASG countries, obtainable from the Ministry of Justice, Doha;
- i) the State of Qatar Law No (30) of 2002 and all subsequent amendments concerning "The Environment and Natural Resources Protection" –Articles 6, 17, 18 & 35 obtainable from the Ministry of Justice, Doha;
- j) drafting Standards prepared by the Public Works Authority;
- k) sewerage and Drainage Design Manual prepared by Public Works Authority;
- l) Qatar Sustainability Assessment System (QSAS); and
- m) Civil Law of State of Qatar (Section 22 for year 2004 and 26 for year 2005).
- n) The Work Zone Traffic Management Guide (WZTMG) Revision 1.1 July 2014 and all subsequent revisions and amendments prepared by Public Works Authority 'Ashghal'.

2.2 Fire Safety

2.2.1 All facility designs and completed buildings must receive approval from the Qatari Civil Defence. In all cases the fire safety design features must comply with the Qatar Construction Standard (QCS). The Qatari Defense adopts the U.S. Fire Code including:

- NFPA 99 Health Care Facilities;
- NFPA 101 Life Safety Code; and
- NFPA 5000 Building Construction Safety Code.

- Where the NFPA requires further detail as to the manner in which the aspired standard of safety can be achieved designers may refer to British Standards such as:
- BS 9999:2008 Code of practice for fire safety in the design, management and use of buildings and The BS 9999 Handbook. Effective Fire Safety in the Design, Management and Use of Buildings, by Michael Green and Jonathan Joinson);
- PAS 79:2007 Fire Risk Assessment. Guidance and a recommended methodology;
- BS 5499-10:2006 Safety signs, including fire safety signs, Code of practice for the use of safety signs, including fire safety signs;
- BS 8214:2008 Code of practice for fire door assemblies;
- BS 5446-3:2005 Fire detection and fire alarm devices for dwellings. Specification for smoke alarm kits for deaf and hard of hearing people;
- BS 7273-3:2008 Code of practice for the operation of fire protection measures. Electrical actuation of pre-action water mist and sprinkler systems; and
- BS EN 12845:2004+Amendment 2:2009 Fixed fire fighting systems. Automatic sprinkler systems. Design, installation and maintenance.

2.3 Disability / Accessibility

- 2.3.1 BS 8300:2009 + Amendment 1:2010. Design of buildings and their approaches to meet the needs of disabled people. Code of practice.
- 2.3.2 HTM 00-02 Sanitary Spaces provides guidance with regards to design alternatives for Toilets, Shower rooms and Bathrooms for assisted use, as well as ambulant and wheelchair users.

2.4 Sustainability Planning

- 2.4.1 The Public Works Authority (PWA) adopts Global Sustainable Assessment System (GSAS) and the concept of sustainable developments in its public building projects. The Authority signed a Memorandum of Understanding with Barwa & Qatari Diar Research Institute (BQDRI) on the provision of measures to adopt, apply and develop a sustainable building concept to create a better living environment for natives and residents.

3. AUTHORITY INDEMNIFIED PROJECT DATA

3.1 Indemnity

- 3.1.1 The data provided within this Chapter 3 [*Authority Indemnified Project Data*] constitutes the Project Data provided by the Authority pursuant to General Conditions of Engagement Sub-clause 5.1 [*Facilities, Information and Services*] and indemnified pursuant to General Conditions of Engagement Sub-clause 17.4 [*Authority's Indemnity*].

3.2 Project Specific Documentation

Format	Description
CD	All Documentation included in Section E; Reference Documentation

3.3 Supporting Project Information

Not available

4. STAKEHOLDERS

4.1 General

- 4.1.1 The major stakeholders with whom the Consultant is expected to co-ordinate with include inter-alia those identified in Chapter 4.2 [*Major Stakeholders*].

4.2 Major Stakeholders

- 4.2.1 The following represent the major stakeholders identified by the Authority, however this list of stakeholders shall not be taken as exhaustive:

- a) Ministry of Municipality and Urban Planning (MMUP);
Including, inter-alia, the following departments:
 - Urban Development Planning Authority (UDPA);
- b) Central Planning Office (CPO);
- c) Minister of Finance;
- d) Ministry of Interior – Civil Defence;
- e) Ministry of Environment;
- f) Ministry of Culture, Arts and Heritage;
- g) Ministry of Foreign Affairs;
- h) Ministry of Business and Trade;
- i) Qatar General Electricity & Water Corporation – Kahramaa;
- j) ICT Qatar;
- k) Qatar Rail Company (QRC);
- l) Qatar Civil Aviation Authority (QCAA); and
- m) Government Agencies (where applicable)

5. OTHER DATA SOURCES

5.1.1 The following information does not constitute Project Data but is referenced as a recommended data source for which the Consultant should consider in the execution of the Services:

- A. Qatar National Project Management (QNPM)
<http://www.qnpm.gov.qa/english/index.html> ;
- B. Qatar National Vision 2030 published by the General Secretariat for Development Planning
http://www.gsdp.gov.qa/portal/page/portal/GSDP_Vision_Root/GSDP_EN/What%20We%20Do/QNV_2030
- C. Qatar's National ICT Plan 2015 published by ictQATAR (Supreme Council for Information and Communication Technology)
<http://www.ictqatar.qa/en/news-events/news/ictqatar-publishes-qatar-s-national-ict-plan-2015>
- D. Websites
 - a. The Public Works Authority (ASHGHAL):
<http://www.ashghal.gov.qa/english/Pages/default.aspx>
 - b. Ministry of Municipality and Urban Planning:
<http://www.baladiya.gov.qa>
 - c. Qatar Telecom (Ooredoo):
<http://www.Ooredoo.qa/SupplierForms.do>
 - d. The Supreme Council of Information and Communication Technology – ictQATAR:
<http://www.ict.gov.qa/output/Page9.asp>
 - e. Qatar General Electricity & Water Corporation – KAHRAMAA:
<http://www.km.com.qa/en/corporate/About%20Us/Pages/default.aspx>
 - f. QatarGas:
<http://www.qatargas.com.qa/ContactUs.aspx>
 - g. Qatar Petrochemical Company - QAPCO:
<http://www.qapco.com/qapco/en/contact.php>
 - h. RasGas:
<http://www.rasgas.com/rq/contact.cfm>
 - i. Vodafone Qatar:
<http://www.vodafone.com.qa/go/en/support/corporateoffices>
 - j. Mowasalat (Karwa):
http://eng.mowasalat.com/site/topics/index.asp?cu_no=1&temp_type=44
 - k. Qatar Rail Company
<http://www.qr.com.qa>
 - l. Urban Development Planning Authority (UDPA)
<http://www.baladiya.gov.qa/cui/index.dox?siteID=2>

SECTION C
PROJECT BRIEF
PART 5
AUTHORITY'S POLICIES AND PROCEDURES

POLICIES & PROCEDURES

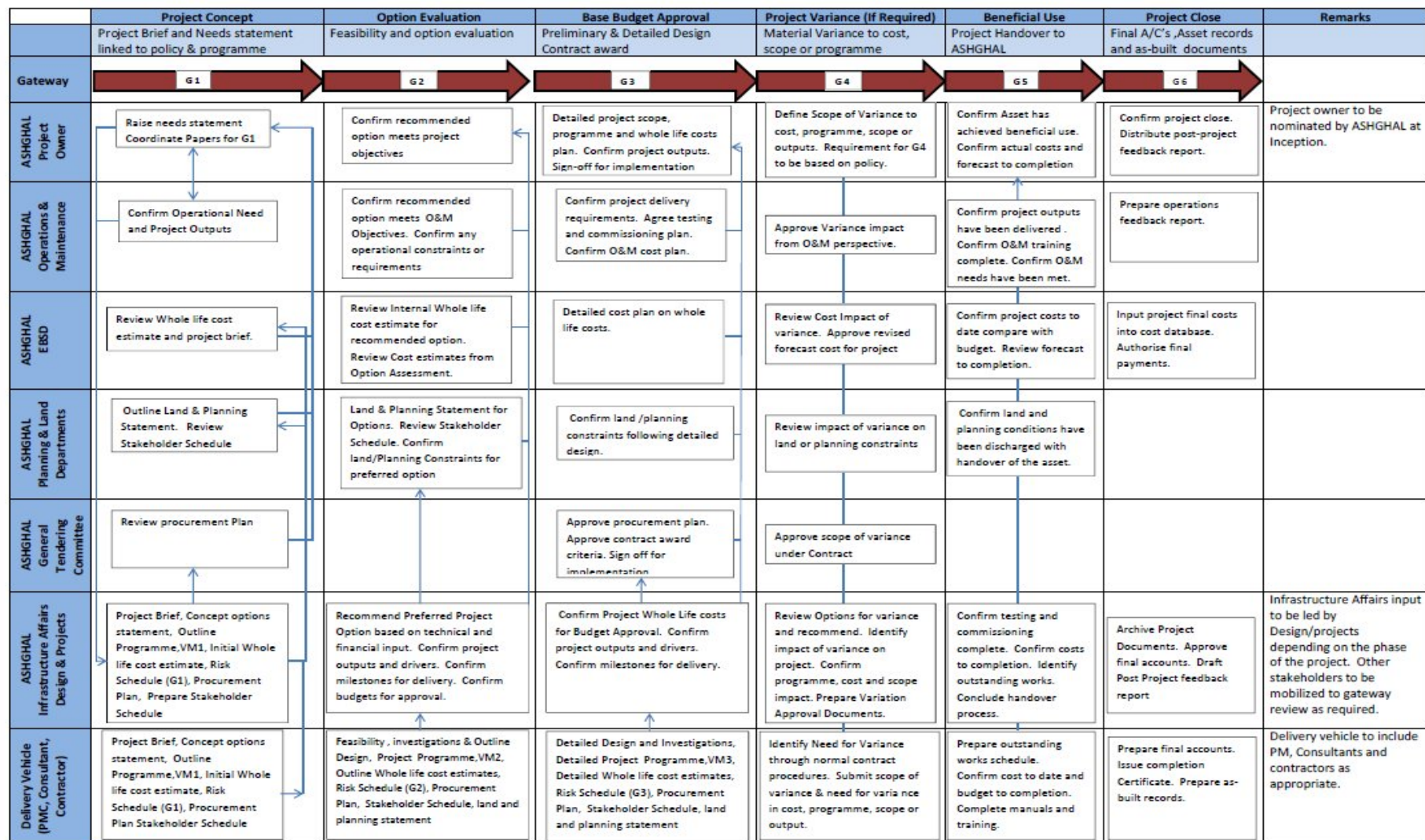
INTRODUCTION

The policies and procedures contained and referred within this document, Part 5 Authority's Policies and Procedures, constitutes those Authority policies and procedures that the Consultant shall adopt and incorporate into his performance of the Services.

1.0 AUTHORITY GATEWAY APPROVAL PROCESS (NOT APPLICABLE)**1.1 General**

- 1.1.1 The PWA Gateway Approval process allows for defined interventions at critical stages in the development of a Project to allow technical fiscal and programme approvals to authorise progression to the next stage of project development.
- 1.1.2 The Gateway Approval Flow Diagram, figure 2.1, summarises the scope of each gateway review.
- 1.1.3 All Authority projects shall be subject to the Authority's capital investment approval procedures, as currently in force and as amended from time to time. The Consultant shall be responsible for Project compliance in accordance with a series of approval gateways. These are milestones in the Project lifecycle beyond which the Project shall not proceed without specific management and funding approval from Consultant. At each approval gateway, an independent review of the technical scope, projected whole life cost and programme for the Project will be a pre-requisite for approval to proceed to the next stage. An overview of the approval gateways is provided below.
- 1.1.4 For the avoidance of doubt, the Approval Gateway Process is a critical milestone in the development of each Project and successful completion relies on the timely publication and distribution of all relevant documentation. The Consultant shall be responsible for planning, arranging and recording the output of each gateway review and shall undertake the same duties for repeated gateway reviews should the Project circumstances so dictate.

1.2 Figure 2.1 Gateway Approval Flow Diagram (NOT APPLICABLE)



1.3 Approval Gateway 1

1.3.1 Project Initiation

Conducted at Project inception this review has the following objectives:

- to confirm the Authority's needs;
- to identify the need for investment in line with the Authority's strategy;
- to confirm drivers, Project output or delivery requirements;
- to confirm in outline, the options and budgets to be considered for the Project;
- to confirm funding provision;
- to incorporate the needs of Operations and Maintenance Divisions;
- to identify any strategic issues attached to the Project;
- to identify potential impact on operation and maintenance (O&M) costs; and
- to identify all non-Authority stakeholders and required approvals.

1.4 Approval Gateway 2(Not applicable)

1.4.1 Pre-Design

Conducted following Project Option Assessment with the following objectives:

- to confirm options provide effective solutions to the Authority's needs;
- recommendation of the approved Project option;
- confirmation of drivers, Project output and delivery requirements;
- confirmation of Estimated Project Costs (capital and whole life costs);
- confirmation of Project Milestones;
- to identify the impact of the preferred option on O&M costs;
- to report on feasibility Work undertaken to date;
- to report on the Project Option considered;
- to report on costs incurred to date;
- to confirm support from Authority Stakeholders (O&M, Planning, Asset Affairs etc);
- to confirm non-Authority general concurrence or compliance capability with Project options; and
- to establish approvals timeline / milestones for all non-Authority stakeholders.

1.5 Approval Gateway 3 (Not applicable)

1.5.1 Design

Approval of Project Budget Allocation to include:

- re-confirmation the Project Option is an effective solution to the Authority's needs;
- confirmation of the Authority's budget for the Project;
- confirmation of the Project output and delivery requirements;
- confirmation latest Project milestones;
- confirmation latest impact on O&M costs;
- to reports on design and Project development work to date;

- to reports on costs incurred to date;
- to establish budget allocation for services and works;
- to capture information required by Authority finance directorate; and
- to confirm approvals timeline / milestones for all non-Authority stakeholders.

1.6 Approval Gateway 4

1.6.1 Design / Construction

Project Change – Conducted when the Project is at variance or is forecast to be at variance with the agreed programme in terms of cost, time, scope or output. Objectives are:

- to determine whether a Change gateway is required, a test for the significance of a Change will be applied based on Authority policy from time to time;
- to confirm the Change is an effective solution to the Authority's needs;
- to confirm that the Project can proceed with the approved Change;
- to confirm the Change in Project budget or programme;
- to confirm that Project drivers, output and delivery requirements are still relevant following the Change; and
- to confirm approvals timeline / milestones for all non-Authority stakeholders.

1.7 Approval Gateway 5

1.7.1 Delivery

Beneficial Use – Conducted when any asset, created or modified by the Project, is capable of use by the asset owner. Objectives are:

- to confirm Authority Satisfaction;
- to confirm expenditure to date and forecasts to Project close;
- to confirm the scope of all outstanding works and services;
- to confirm acceptance by O&M departments of the asset for beneficial use;
- non-objection of all information necessary for updating the Authority Asset Inventory;
- non-objection of as-built records and details of any assets taken out of operational use; and
- to confirm approvals delivery for all non-Authority stakeholders.

1.8 Approval Gateway 6

1.8.1 Project Closure

This gateway shall normally be completed when the Project has been in beneficial use for one year, but may be after a longer period depending on the circumstances of the Project. Objectives are:

- re-confirmation of the Authority's satisfaction;
- to confirm that the anticipated outputs and benefits of the Project have been delivered;
- to confirm the actual cost incurred for the Project;
- to confirm the actual impact on O&M costs;
- to confirm that all Project documentation has been committed to archive and is retrievable; and

- to confirm any residual investment required as a result of Project completion.

2.0 DESIGN SUSTAINABILITY(Not applicable)

2.1. Particular Environmental and Sustainability Management Requirements

- 2.1.1. The Authority adopts Global Sustainable Assessment System (GSAS / QSAS) and the concept of sustainable developments in its projects. The Authority signed a Memorandum of Understanding with Barwa & Qatari Diar Research Institute (BQDRI) on the provision of measures to adopt, apply and develop a sustainable building concept to create a better living environment for natives and residents.
- 2.1.2. In order to maximise the use of sustainable design, renewable technology, construction, and operations, an over-riding set of sustainability objectives need to be effective throughout the project lifecycle, from conceptual design through to start-up and operations.
- 2.1.3. The Consultant shall ensure development of the sustainability themes and goals for approval and adoption by the Authority with an underlying philosophy to promote a culture of continuous improvement. The Consultant shall supervise development of a regime of sustainability monitoring and reporting which all Consultants, Contractors and other participants in the project, and monitored and overseen by the Consultant, shall adopt.
- 2.1.4. The Consultant shall ensure that the Authority's sustainability objectives and monitoring requirements are communicated and implemented throughout the project to all parties and participants. In addition, the Consultant shall ensure that there is a project wide stance, which reflects sustainability awareness, such that the sustainable elements of the works are regularly assessed in order to maximise the sustainable performance of the project.
- 2.1.5. The over-riding sustainability objectives, as supervised by the Consultant, shall involve all stakeholders including but not limited to the Authority, third parties, the public (as non-objected by the Engineer), consultants and the contractors.
- 2.1.6. The project shall be designed by the Contractor to attain a minimum equivalent to three (3) star GSAS / QSAS accreditation – and to ensure key GSAS /QSAS the Engineer demands highlighted by the Engineer GSAS Design Options Review guide are considered.
- 2.1.7. The Consultant shall:
- supervise provision of the project's sustainability activities in accordance with the PMDS;
 - supervise provision of a 'Basic' feasibility assessment (desk study) for renewables (PV, solar, wind, as a minimum) for all projects and, as a minimum, cover: capital cost, payback period, income projection beyond payback;
 - supervise provision of an Environmental Sustainability Management Plan (ESPP), in accordance with the PMDS guidance, and updated at each Gateway;
 - supervise provision of and observe, where regionally available, a green supply chain for the project will go regarding compliance with the established criteria;
 - will ensure that the Contractor prepares and maintains a Construction Environmental Management Plan (CEMP) in keeping with the demands of the MoE Environmental Permit and the Engineer Technical Guidance Document for CEMP's;
 - supervise provision of the inter-relationships with either the GSAS / QSAS accreditation or other green building guidelines and document how the project will achieve the required level of accreditation via the Engineer GSAS Data Collection sheet;
 - supervise provision of a suitably qualified GSAS **Certified Green Professional** (CGP) to manage the GSAS application to GORD and will conduct and be responsible for all calculations and assessments in obtaining a successful GSAS certification, including management of the process and liaison with GORD;

- h. if required, supervise provision of how the project will construct in a low carbon emission way and offset carbon produced during construction;
 - i. monitor the design and execution of the works against the requirements of the PMDS, and report the Engineer designated environmental / sustainability KPI's;
 - j. supervise provision of the commissioning plan and ensure compliance with the requirements of GSAS credit MO.1. The plan will detail the Owners Project Requirement (OPR) and Basis of Design (BOD). The commissioning plan will ensure the effective 'commissionability' of the project in terms of access for commissioning needs and timeliness for the project schedule;
 - k. supervise provision of preparation of final GSAS / QSAS compliance reports and monitor the preparation of the reports by the Contractor on sustainability management and contractor record keeping for GSAS / QSAS recording of construction credits; and
 - l. supervise provision of the process for completion of the project specific Operational Environmental Management Plan (OEMP requirements), including the environmental management process and environment mitigation measures. The OEMP shall consider all requirements necessary to obtain an Operating Permit and the DCSC shall manage the Operating Permit application, via the the Authority's Environmental Department.
- 2.1.8. In order to maximise the use of sustainable design and renewable technology in construction and operations, the Consultant shall supervise provision of the Engineer's non-objection an over-riding set of sustainability objectives which shall be effective throughout the development of the design. The Consultant will supervise provision of the project's strategy for achieving the GSAS target via the Engineer GSAS Data Collection Sheet. This will be regularly updated and contained in the monthly report. Completed GSAS tools for all credits will be provided to the Engineer at the start of the project and on request.
- 2.1.9. The Consultant shall ensure that the Authority's sustainability objectives and monitoring requirements are communicated and implemented throughout the construction stage of the project to all parties and participants.

2.2. Deliverables (Not applicable)

2.2.1. At Concept Design

2.2.1.1. Sustainability GSAS / QSAS /

- a. supervise provision of a 'Basic' feasibility assessment (desk study) for renewables (PV, solar, wind, as a minimum) for all projects and, as a minimum, cover: capital cost, payback period, income projection beyond payback;
- b. will supervise provision of an Environmental Sustainability Project Plan (ESPP), in accordance with the PMDS guidance;
- c. will provide details of their environmental/sustainability policy and environmental management system (EMS) before commencing any work;
- d. will supervise provision of an aspects and impact register for the project which will feed into the environmental sustainability project plan (ESPP);
- e. will supervise provision of an environmental monitoring programme applicable to the project. The detail shall:
 - describe the scope (locations and parameters) and frequency of all monitoring networks; and

- identify roles and responsibilities for the collection of samples/data, the interpretation of results, report preparation, dissemination of data/reports internally and externally. Reference to a project environmental monitoring programme/schedule may be included.
- f. will supervise provision of project specific impacts to sensitive receptors in regards to site-wide monitoring data as per the EIA/EP requirements;
- g. will supervise provision of all works necessary for obtaining an Environmental Permit and will process the application to the MoW via the Ashghal Environmental Department;
- h. will supervise provision of any EIA scoping, deemed necessary, and liaison with the PWA Environmental Department and MoE on EIA likelihood – but not include for an EIA in this work;
- i. will supervise provision of a suitably qualified GSAS **Certified Green Professional** (CGP) to manage the GSAS application to GORD;
- j. will supervise provision of the project with GORD for GSAS certification;
- k. Will supervise provision of the project's strategy for achieving the GSAS target via the Engineer GSAS Data Collection Sheet;
- l. will supervise provision of all calculations (including GSAS tools) and assessments in obtaining a successful GSAS certification, including management of the process and liaison with GORD;
- m. will supervise provision of preparation. Manage and deliver the commissioning plan and ensure compliance with the requirements of GSAS credit MO.1. The plan will detail the Owners Project Requirement (OPR) and Basis of Design (BOD). The commissioning plan will ensure the effective 'commissionability' of the project in terms of access for commissioning needs and timeliness for the project schedule;
- n. supervise provision of Key Performance Indicators:
 - The project GSAS certification level (Design) – GSAS certified rating by GORD
 - Contractor having EMS in place – Yes / No
 - Energy Use (Design) – performance – in KW/100m2 of project building area
 - Water Use (Design) – performance – in m3/100m2 of project building area
 - Area of Habitat created (Design) - m2/100m2 of project landscape area
 - If the project is using renewable energy (Design) – (type, configuration, area, etc)
 - Energy saved from renewables (Design) - KW/100m2
 - Waste diverted from landfill (Design) – in m3/100m2 of project total area
 - Regional Materials used (Design) - ie within 200km of the project site – in m3/100m2 of project total area.
- o. Will prepare, manage and deliver a regularly monthly report containing all of the above (section 10.2.17) parameters.

2.2.2. At Scheme Design (Not applicable)

2.2.2.1. Sustainability GSAS / QSAS

- a. will supervise provision of updating management and delivery of Sustainability Project Plan (ESPP), in accordance with the PMDS guidance;
- b. will supervise provision of updating management and delivery of, if necessary, an aspects and impact register for the project which will feed into the environmental sustainability project plan (ESPP);
- c. will supervise provision of updating management and delivery of an environmental monitoring programme applicable to the project, including previous detail;
- d. will supervise provision of updating management and delivery of project specific impacts to sensitive receptors in regards to site-wide monitoring data as per the EIA/EP requirements;
- e. will supervise provision of all works necessary for obtaining an Environmental Permit and will process the application to the MoW via the Ashghal Environmental Department;
- f. will supervise provision of any EIA scoping, deemed necessary, and liaison with the PWA Environmental Department and MoE on EIA likelihood – but not include for an EIA in this work;
- g. will supervise provision of a suitably qualified GSAS **Certified Green Professional** (CGP) to manage the GSAS application to GORD;
- h. will supervise provision of the project's strategy for achieving the GSAS target via the Engineer GSAS Data Collection Sheet;
- i. will supervise provision of all calculations (including GSAS tools) and assessments in obtaining a successful GSAS certification, including management of the process and liaison with GORD;
- j. will supervise provision of the commissioning plan and ensure compliance with the requirements of GSAS credit MO.1. The plan will detail the Owners Project Requirement (OPR) and Basis of Design (BOD). The commissioning plan will ensure the effective 'commissionability' of the project in terms of access for commissioning needs and timeliness for the project schedule;
- k. will supervise provision of Key Performance Indicators:
 - The project GSAS certification level (Design) – GSAS certified rating by GORD
 - Contractor having EMS in place – Yes / No
 - Energy Use (Design) – performance – in KW/100m2 of project building area
 - Water Use (Design) – performance – in m3/100m2 of project building area
 - Area of Habitat created (Design) - m2/100m2 of project landscape area
 - If the project is using renewable energy (Design) – (type, configuration, area, etc)
 - Energy saved from renewables (Design) - KW/100m2
 - Waste diverted from landfill (Design) – in m3/100m2 of project total area
 - Regional Materials used (Design) - ie within 200km of the project site – in m3/100m2 of project total area.
- l. will prepare, manage and deliver a regularly monthly report containing all of the above (section 9.2.20) parameters; and

- m. supervise provision of a cost analysis of actions to determine the cost effectiveness of sustainability strategies and GSAS / QSAS points.

2.2.3. At Technical Design (Not applicable)

2.2.3.1. Sustainability GSAS / QSAS

- a. will supervise provision of an Environmental Sustainability Project Plan (ESPP), in accordance with the PMDS guidance;
- b. will supervise provision of impact register for the project which will feed into the environmental sustainability project plan (ESPP);
- c. will supervise provision of an environmental monitoring programme applicable to the project, including previous detail;
- d. will supervise provision of specific impacts to sensitive receptors in regards to site-wide monitoring data as per the EIA/EP requirements;
- e. will supervise provision of all works necessary for obtaining an Environmental Permit and will process the application to the MoW via the Ashghal Environmental Department;
- f. will supervise provision of any EIA scoping, deemed necessary, and liaison with the PWA Environmental Department and MoE on EIA likelihood – but not include for an EIA in this work;
- g. will maintain a suitably qualified GSAS **Certified Green Professional** (CGP) to manage the GSAS application to GORD;
- h. will supervise provision of the project's strategy for achieving the GSAS target via the Engineer GSAS Data Collection Sheet;
- i. will supervise provision of t and be responsible for all calculations (including GSAS tools) and assessments in obtaining a successful GSAS certification, including management of the process and liaison with GORD;
- j. will supervise provision of the commissioning plan and ensure compliance with the requirements of GSAS credit MO.1. The plan will detail the Owners Project Requirement (OPR) and Basis of Design (BOD). The commissioning plan will ensure the effective 'commissionability' of the project in terms of access for commissioning needs and timeliness for the project schedule;
- k. will maintain, manage and deliver Key Performance Indicators:
 - the project GSAS certification level (Design) – GSAS certified rating by GORD;
 - contractor having EMS in place – Yes / No;
 - energy Use (Design) – performance – in KW/100m2 of project building area;
 - water Use (Design) – performance – in m3/100m2 of project building area;
 - area of Habitat created (Design) - m2/100m2 of project landscape area;
 - if the project is using renewable energy (Design) – (type, configuration, area, etc);
 - energy saved from renewables (Design) - KW/100m2;
 - waste diverted from landfill (Design) – in m3/100m2 of project total area; and
 - regional Materials used (Design) - ie within 200km of the project site – in m3/100m2 of project total area.

- l. will prepare, manage and deliver a regularly monthly report containing all of the above (section 11.16.12) parameters; and
- m. will supervise provision of a cost analysis of actions to determine the cost effectiveness of sustainability strategies and GSAS / QSAS points, as required.

2.2.4. At Production Information stage (Not applicable)

2.2.4.1. Sustainability GSAS / QSAS

- a. the Consultant shall:
 - supervise provision of a coordinated sustainability report, specification and documents confirming sustainability process and objectives;
 - supervise provision of technical support to each design consultant in ensuring ALL elements and clauses guaranteeing compliance with GSAS / QSAS demands (recycled, regional and low VOC materials, for example) are contained in the construction documents to achieve the path to compliance; and
 - Provide comment on team member strategies for GSAS / QSAS compliance, and offer alternative options.

2.2.5. At Site Supervision stage

2.2.5.1. Sustainability GSAS / QSAS

- a. will supervise provision of manage and deliver an Environmental Sustainability Project Plan (ESPP), in accordance with the PMDS guidance;
- b. will supervise provision of, if necessary, an aspects and impact register for the project which will feed into the environmental sustainability project plan (ESPP);
- c. will supervise provision of manage and deliver an environmental monitoring programme applicable to the project, including previous detail;
- d. will maintain a suitably qualified GSAS **Certified Green Professional** (CGP) to manage the GSAS process with GORD and ensure accuracy of contractor records for certification and construction related credit compliance;
- e. will supervise provision of the project's strategy for achieving the GSAS target via the Engineer GSAS Data Collection Sheet;
- f. will supervise provision of the commissioning plan and ensure compliance with the requirements of GSAS credit MO.1. Will monitor items requiring commissioning for efficacy in the commissioning process – on-site and off-site commissioning – and integration with the commissioning plan, including timescales;
- g. will maintain, manage and deliver Key Performance Indicators:
 - waste diverted from landfill (Design) – in m3/100m2 of project total area; and
 - regional Materials used (Design) - ie within 200km of the project site – in m3/100m2 of project total area.
- h. will monitor, audit and ensure that the Contractor prepares and maintains a Construction Environmental Management Plan (CEMP) in keeping with the demands of the MoE Environmental Permit AND the Engineer Technical Guidance Document for CEMP's; and
- i. will prepare, manage and deliver a regularly monthly report containing all of the above (section 11.4.25) parameters.

2.2.6. At Handover and Commissioning stage

2.2.6.1. Sustainability GSAS / QSAS

- a. will supervise provision of manage and deliver an Environmental Sustainability Project Plan (ESPP – Gateway 6), in accordance with the PMDS guidance;
- b. will supervise provision of an environmental monitoring programme applicable to the project stage, including previous detail;
- c. will maintain a suitably qualified GSAS **Certified Green Professional** (CGP) to manage the GSAS process with GORD and ensure accuracy of contractor records for certification and construction related credit compliance;
- d. will supervise provision of the project's strategy for achieving the GSAS target via the Engineer GSAS Data Collection Sheet;
- e. will supervise provision of manage the final GSAS / QSAS certification process;
- f. will supervise provision of the commissioning plan and ensure compliance with the requirements of GSAS credit MO.1. Will monitor items requiring commissioning for efficacy in the commissioning process – on-site and off-site commissioning – and integration with the commissioning plan. Will witness the commissioning processes;
- g. will supervise provision of manage and deliver Key Performance Indicators. Final report of all KPI's;
- h. will monitor, audit and ensure that the Contractor prepares and maintains an Operational Environmental Management Plan (OEMP) in keeping with the demands of the MoE Operational Permit AND the Engineer technical guidance documents for OEMP's; and
- i. will prepare, manage and deliver a final report containing all of the above (section 15.3.2) parameters.

2.2.6.2. Particular Environmental and Sustainability Management Requirements

- a. the Authority adopts Global Sustainable Assessment System (GSAS / QSAS) and the concept of sustainable developments in its projects. The Authority signed a Memorandum of Understanding with Barwa & Qatari Diar Research Institute (BQDRI) on the provision of measures to adopt, apply and develop a sustainable building concept to create a better living environment for natives and residents;
- b. in order to maximise the use of sustainable design, renewable technology, construction, and operations, an over-riding set of sustainability Objectives need to be effective throughout the project lifecycle, from conceptual design through to start-up and operations;
- c. the Contractor will maintain the sustainability themes and goals approved and adopted by the Authority with an underlying philosophy to promote a culture of continuous improvement. The contractor shall also develop a regime of sustainability monitoring and reporting which all Contractors and other participants in the project, and monitored and overseen by the contractor, shall adopt;
- d. the contractor shall ensure that the Authority's sustainability objectives and monitoring requirements are communicated and implemented throughout the project to all parties and participants. In addition, the contractor shall ensure that there is a site wide stance, which reflects sustainability awareness, such that the sustainable elements of the works are regularly assessed in order to maximise the sustainable performance of the project;

- e. the over-riding sustainability objectives, as administered by the consultant, shall involve all stakeholders including but not limited to the Authority, third parties, the public (as non-objected by the Engineer), consultants and the Contractors;
- f. the project shall be designed to attain a minimum equivalent to three (3) star GSAS / QSAS accreditation – and to ensure key GSAS /QSAS the Engineer demands highlighted by the Engineer GSAS Design Options Review guide are considered;
- g. the Contractor shall:
 - prepare an Environmental Sustainability Management Plan (ESPP) to feed into the Consultant plan, in accordance with the PMDS guidance, and updated at each relevant contractor Gateway;
 - will establish and observe, where regionally available, a green supply chain for the project regarding compliance with the established criteria;
 - will prepare and maintain a Construction Environmental Management Plan (CEMP) in keeping with the demands of the MoE Environmental Permit AND the Engineer Technical Guidance Document for CEMP's;
 - set out the inter-relationships with either the GSAS / QSAS accreditation or other green building guidelines and document how the project will achieve the required level of accreditation via the Engineer GSAS Data Collection sheet;
 - will appoint a suitably qualified GSAS competent professional to liaise with the Consultant on the site issues for the GSAS application and will conduct and be responsible for all calculations and assessments, in relation to GSAS construction credits, in obtaining a successful GSAS certification;
 - will guarantee delivery of all construction credits assigned to the project by the GSAS / QSAS strategy determined by the Consultant, and ensure accurate record keeping sufficient to satisfy the demands of GORD;
 - monitor the design and execution of the works against the requirements of the PMDS, and report the Engineer designated environmental / sustainability KPI's;
 - liaise with the commissioning engineer and ensure compliance with the requirements of GSAS credit MO.1. Provide necessary and timely information for completion of the Owners Project Requirement (OPR) and Basis of Design (BOD), by others. Ensure effective commissioning in accordance with the set plan and ensure the effective 'commissionability' of the project in terms of access for commissioning needs and timeliness for the project schedule;
 - prepare monthly GSAS / QSAS compliance reports and record GSAS / QSAS construction credits adopted by the project. All GSAS / QSAS construction credits information shall be presented for compliance, and tested, in any manner demanded by GORD in their literature or subsequent directives; and
 - shall aid the completion of the project specific Operational Environmental Management Plan (OEMP requirements), including the environmental management process and environment mitigation measures. The OEMP shall consider all requirements necessary to obtain an Operating Permit and the Contractor shall manage the Operating Permit application, via the Ashghal Environmental Department.
- h. the Contractor shall ensure that the Authority's sustainability objectives and monitoring requirements are communicated and implemented throughout the construction stage of the project to all Contractors, parties and participants.

SECTION D

TECHNICAL TENDER DELIVERABLES

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1. INTRODUCTION AND NOTES

1.1 Introduction

The Tenderer shall take full cognisance of the Section C: Project Brief: Part 2: Authority's Requirements within its, Technical and Financial, response which shall be read in conjunction with the Section C: Project Brief: Part 1: Scope of Services requirements.

In addition, the Tenderer is reminded that the Invitation to Tender Scope of Services is for:

- Project Administration and Management
- General and site supervision and quantity surveying services throughout to handover as described in detail in Section C: Project Brief.

The successful Tenderer will be expected to have a registered office facility in Qatar.

1.2 General

The Tenderer is referred to Section A [*Instructions to Tenderers*], and is reminded that the submission of all the requirements detailed herein are mandatory and any Tender not compliant with these requirements (i.e. submission with "to be advised later", "to be submitted on award", etc.) may, at the sole discretion of the Authority, be subjected to disqualification and rejection.

1.3 Presentation

The Tender is to be submitted in the following format:

- all documents are to be bound in A4 / A3 format;
- A3 drawings are to be bound in the relevant location and not submitted 'loose leaf';
- large presentation format and other materials can be provided for the competition presentations only;
- proprietary and pre-printed documentation is exempted from the A3, A4 requirement.

Such submission shall be prepared in accordance with the following:

- narratives using Microsoft Word shall be:
 - 11pt Arial font
 - Line spacing 'At least' at 12pt
 - Spacing 'before' at 0 'after' 6pt
 - 'Don't add space between paragraphs of the same style' – unchecked;
- spreadsheets and financial data shall be prepared using Microsoft Excel, 11pt Arial font;
- programmes shall be prepared using Primavera (version as specified in Section C: Project Brief);
- electronic submissions shall be unprotected pdf converted Word, Excel, Primavera files. JPEG and other forms of scanned submissions are not acceptable;
- creative documents containing a combination of imagery and text alternative software will be acceptable, but templates supplied in these Instruction To Tenderers shall be strictly followed. Where alternative software has been utilised Tender submissions should be converted to PDF format.

1.4 Tender Evaluation Process

The following will be considered by the Tender Evaluation Team in the technical review of the tender submission:

1.4.1 Understanding of Scope

The Tenderer shall outline his understanding of the required scope and timescale of the Project based on the Section C: Project Brief.

1.4.2 Proposed Project Strategy

The Tenderer shall detail its strategies to successfully deliver the Project. The strategies should be directly linked to the Authority's objectives and the Services to be undertaken by the Tenderer. The Tenderer should clearly demonstrate the depth and extent of consideration they have given to the realisation of the Project objectives and requirements. Any objectives or requirements that are needed or require further expansion or clarification must be raised as a query prior to the Tender Closing Date.

1.4.3 Detailed Methodology

For each element of Services, the Tenderer shall set out the Services to be provided within his proposed methodology for delivery and the expected outputs and deliverables. The emphasis should be on the delivery of the Project to schedule, cost, quality and Authority objectives.

1.4.4 Sustainability

Sustainability has been identified as a key success factor for the Tenderer shall demonstrate, using best practice applications suitable to the regional context, how it will deliver sustainable solutions from a social, economic and environmental standpoint.

1.4.5 Organisation and Resources

The Tenderer shall provide detailed project organisation charts, highlighting key positions and levels of responsibilities for all of the roles to be undertaken through the various phases of Services. The Tenderer shall also indicate how this organisation structure will change throughout the lifecycle of the Project. Where applicable, integrated organisation charts are to be provided showing organisational and contractual relationships. As the teams will comprise multi practice groupings the Tenderer shall demonstrate a clear governance and management structure, in addition to monitoring and controlling the Services provided by other Project participants. The Tenderer shall estimate the resources required to deliver the Services at each level of the Tenderer's proposed structure and provide a detailed resource schedule indicating at which location the resource will be working.

1.4.6 Sub-consultants

The Tenderer shall list below the names and addresses of all Sub-consultants from whom it is proposed to obtain Services. The Tenderer shall attach a list of the Sub-consultant's key personnel to be employed upon the Project, together with details of their qualifications and relevant experience on this type of Project. The successful Tenderer shall not be permitted to change any Sub-consultant listed below; or proposed Sub-consultant's personnel included as an attachment, without first obtaining the Authority's non-objection.

1.4.7 Consultant's Staff

The Tenderer shall include a detailed description of individual team members for key positions within the proposed organisational structure.

The individuals CVs at a minimum shall include:

- proposed role;
- proposed location;
- educational and professional qualifications;
- areas of expertise;
- detailed work experience relevant to proposed role;
- responsibilities held over the last ten (10) years; and
- duration of employment with Tenderer prior to Tender submission.

The Tenderer's proposed personnel shall be suitably qualified and experienced to carry out the proposed consultancy works.

The Tenderer's personnel proposed to be employed in the carrying out of the Services shall be deemed to represent the minimum required for the Services. The Tenderer shall submit his Resource Breakdown Structure (RBS) and mobilisation plan.

1.4.8 Project Experience

The Tenderer's team shall provide details of relevant projects including Sewage treatment works projects in the Middle-East and internationally.

1.4.9 Additional Services

The Tenderer may propose any additional services which he believes will be beneficial to his team in the delivery of the entire service and the solutions.

1.4.10 Evaluation Criteria

Based on the requirements of the Tender, an evaluation criteria has been established for each of the Technical Tender Deliverables. These are defined in the table below.

#	Evaluation Criteria
	General
A	Tenderers Company Particulars
B	Portfolio of Similar Completed Projects
C	Eligibility
D	Historical Contract Non-performace
E	Financial Status
F	Consultancy Certificates, Registration and Professional Indemnity
G	Project Understanding, Approach and Methodology
H	Applicable Standards
I	Quality, Health, Safety and

	Environmental Assurance Measures
J	Master Programme and Resource Allocation
K	Project Team
L	Sub-Consultants and Suppliers
M	Quantitative Risk Register and Assessment
N	Health, Safety and Security Questionnaire

Points will be assigned for each of the criteria based on assessment of the importance and significance of the item to obtaining the required quality of services and a successful outcome.

1.5 Technical Tender Deliverables

The following appendices comprise Section D: Technical Tender Deliverables of the Technical Submission which shall form the basis for the Authority to evaluate the Tenderer's technical competence, experience and ability to perform the Agreement:

A. General Company Information and Details

- Appendix A Tenderer's Company Particulars
- Appendix B Portfolio of Similar Completed Projects
- Appendix C Eligibility
- Appendix D Historical Contract Non-performance
- Appendix E Financial Status
- Appendix F Consultancy Certificates, Registration and Professional Indemnity Insurance

B. Project Specific Information Requirements

- Appendix G Project Understanding, Approach and Methodology
- Appendix H Applicable Standards
- Appendix I Quality, Health, Safety and Environmental Assurance Measures
- Appendix J Master Programme and Resource Allocation
- Appendix K Project Team
- Appendix L Sub-consultants and Suppliers
- Appendix M Quantitative Risk Register and Assessment
- Appendix N Health, Safety and Security Questionnaire

The Tenderer shall note that the information provided as the Tender Deliverables, submitted in accordance with this Section D: Technical Tender Deliveries, shall comprise the basis against which the Tender shall be evaluated and assessed according to:

- compliance with the Instructions To Tenderers and Tender Deliverable requirements;
- the quality and detail of information's provided; and

- the demonstrated technical competence and ability of the Tenderer to perform the Services successfully, cost effectively and to Good Engineering and Construction Practices.

1.6 Prescribed Format

The Tenderer is to note that the information to be provided in accordance with Section D: Technical Tender Deliveries must be presented in the prescribed format under the stated headings and sub-headings only. General company profiles are not acceptable for assessment and will not be considered.

1.7 Professional Indemnity Insurance

The Tenderer must submit a copy of his corporate professional indemnity insurance certificate as evidence of his ability to obtain coverage equivalent to the value being sought under the Project, which for the purposes of this Tender shall be a notional amount as stated in Section F: Form of Tender, Appendix I. Should the Tenderer not be in possession of a professional indemnity certificate then the Tender may, at the sole discretion of the Authority, be disqualified from the tender process.

1.8 Power of Attorney

Wherever the Technical Tender Deliveries are required to be supported by a Power of Attorney, such Power of Attorney documentation shall be:

- duly notarised by a Notary Public in the Tenderer's country of registration; and
- supported by a notarised copy of the authorised signatory's passport confirming identity; and
- attested (including supporting passport) by the Qatar Embassy in the Tenderer's country of registration or the Ministry of Justice in the State of Qatar.

2. APPENDIX A: TENDERER'S COMPANY PARTICULARS

-
- ❖ Where the Tenderer is an association **each member of the association** shall provide the required submissions for this Appendix A
 - ❖ The Tenderer is to note that the information required under this appendix must be presented in the prescribed format under the stated headings and sub-headings only
 - ❖ General company profiles will not be accepted, evaluated or considered
-

2.1 International

The Tenderer shall provide a brief background of its company within which details of its corporate organisational structure, parent company, subsidiaries and / or affiliates must be provided. This description shall include details of the local partner or agent and the location of the Tenderer's offices (head office, local, regional and international).

This submission shall be no more than 5 sides of A4 paper.

2.2 Qatar Office

2.2.1 Personnel Structure

The Tenderer shall provide details of its personnel resource matrix in its existing Qatar Office, if any, or its local partner's or agent's office indicating:

- organogram;
- total number of personnel;
- number of degree qualified personnel only;
- other technical personnel; and
- administration and other backup personnel.

2.2.2 Accredited Personnel

The Tenderer must complete the below statement to confirm that where the Laws of the State of Qatar and / or regulations that operate in the State of Qatar provide that certain services can only be provided by registered or accredited or certified personnel, then the Tenderer shall ensure that such personnel are registered or accredited or certified in accordance with such Laws and/or regulations.

Tenderer's Statement:

We

hereby confirm that where the Laws of the State of Qatar and / or regulations that operate in the State of Qatar provide that certain services can only be provided by registered or accredited or certified personnel then we will comply with such Laws and / or regulations.

2.3 Joint Venture or Other Form of Association

Where the Tenderer is a Joint Venture or other form of Association he shall provide the following as attachments to this Appendix A:

- notarised copy of the association agreement / draft association agreement;
- (where draft association agreement provided) Joint Bidding Agreement or Declaration of Willingness to Association as Form A-1 to this Appendix A; and
- Association Particulars as Form A-2 to this Appendix A.

APPENDIX A

Appendix A shall form part of the Technical Evaluation Criteria conducted by PWA to the Tenderer's Technical Submission. Failure to provide this Appendix in sufficient detail may lead to disqualification.

JV Arrangements – Joint Tendering Requirements & Specimen Form of Declaration of Willingness

1.0 Joint Ventures, Consortia and Other Associations

- 1.1 Tenders from a legally constituted entity comprising two or more parties forming a Joint Venture, Consortia and other Association (the "Tendering Entity") are acceptable subject to the following requirements being fully complied with.

The Tendering Entity is not required to register a new company or any other legal entity. However, the Tendering Entity is allowed register such a new company provided that:

- (a) The prior written consent of the Authority is obtained.
- (b) The Tendering Entity undertakes that the new company or other legal entity will submit to the Authority within (7) Days of its registration, an undertaking letter stating that the new company or other legal entity will be jointly and severally liable with the Tendering Entity for the performance of the contract.

If the company or other legal entity is registered at the time of signing the contract with the Authority, such a company or entity shall sign the contract along with the Tendering Entity.

- 1.2 The various documents required by the Tender Conditions shall be fully completed by the Tendering Entity and shall provide all requested information. Failure to provide the requested information may result in disqualification of the Tender.
- 1.3 The Tendering Entity shall submit a notarised copy of its Joint Venture agreement with the Technical Submission. Where such an agreement is to be executed upon award of the Contract, a notarized copy of a preliminary version of the Joint Venture agreement shall be provided with the Technical Submission of the Tendering Entity, together with the requirements specified in Item 1.10 below.
- 1.4 If the Joint Venture agreement or the preliminary version of the Joint Venture agreement, as the case may be, is in a language other than English, it shall be accompanied by a certified translation into English.
- 1.5 Where the parties forming the Tendering Entity are proposing to assign discrete parts of the Works/Services to specific members of the Tendering Entity, the Joint Venture agreement or the preliminary version of the Joint Venture agreement, as the case may be, must clearly specify the proportion of the Works/Services to be undertaken by each party and the nature of the Works/Services to be undertaken by each.
- 1.6 It must be clearly understood by the Tendering Entity that notwithstanding any contrary agreement between the parties to the association agreement or the intended parties listed in the preliminary version of the association agreement, with regard to responsibility for the Works/Services and/or sharing of liability, that as between the Authority and the Tendering Entity which may be awarded the Contract, the liability of the Tendering Entity to the Authority shall be joint and several in all respects.

- 1.7 The association agreement or the preliminary version of the Joint Venture agreement, as the case may be, must nominate the lead member of the Tendering Entity and confirm that the nominated lead member will have full and unfettered authority to receive all communications on behalf of the Tendering Entity and to commit and bind the members of the Tendering Entity, to the Authority.
- 1.8 It must be further understood that during the Tender Period and for the duration of the Works/Services, no alteration or modification of the terms of the association agreement or the preliminary version of the association agreement will be permitted without the formal written consent of the Authority.
- 1.9 The Authority reserves the right to reject the preferred Tender should the Joint Venture agreement or the preliminary version of the association agreement, as the case may be, not meet the Authority's satisfaction and subsequent discussions (if any) fail to address the Authority's concerns.
- 1.10 Where, at the time of submission of Tenders, a Tendering Entity has not completed the formalities of creating the Joint Venture agreement and is submitting, with its Technical Submission, a preliminary version of such Joint Venture agreement then the Tendering Entity must submit with its Technical Submission:
- (a) A notarized copy of a binding joint bidding agreement, entered into between the parties forming the Tendering Entity, for the purpose of pursuing the Tender; or
 - (b) Signed Declarations of Willingness from each of the parties forming the Tendering Entity, in the format set out in the Specimen Form of Declaration of Willingness is attached.
 - (c) A table identifying:
 - (i) the association members;
 - (ii) the roles and responsibilities of each association member for both financial obligations and technical obligations.
 - (iii) the association percentage split in respect of both financial and work scope matters, and
- 1.11 A party to the Tendering Entity shall not be permitted to submit a Tender as an individual or as a member of any other Tendering Entity. The Tendering Entity shall comprise at least one member that was issued a formal Invitation to Tender.
- 1.12 Before entering into any contract, the Tendering Entity shall produce satisfactory evidence to the Authority of the Commercial Registration of the Tendering Entity to carry on its business in accordance with the laws of the State of Qatar

2.0 Joint and Several Liability

- 2.1 If the party constitutes (under the law of any applicable jurisdiction) a joint venture, consortium or any other form of grouping of two or more entities, these entities shall:
- (a) be deemed to be jointly and severally liable to the Authority for the performance of the Contract;
 - (b) notify the Authority of the parties;
 - (c) jointly and severally agree that the lead party who shall have authority to bind the parties and each of the party shall not alter its composition or legal status without the prior consent of the Authority; and
 - (d) ensure that the party establishes and maintains its Commercial Registration in the State of Qatar for the duration of the Contract.

Form A-1

Declaration of Willingness to Association

Each member of the Association shall complete a copy of this declaration

TO BE EXECUTED ON CONSULTANT'S LETTERHEAD

Tender for POST-CONTRACT PROFESSIONAL CONSULTANCY SERVICES FOR
REFURBISHMENT AND UPGRADING WORKS FOR VARIOUS PUMPING
STATIONS, CP-770

Project ID IA 14/15 S 003 G

Relevant Tender No#

[Insert name of Tender Administrator]

Tender Administrator

Public Works Authority

PO Box 22188

Doha, Qatar

DECLARATION OF WILLINGNESS TO ASSOCIATION

We ...[Insert name of association member]... hereby confirm by this Declaration of Willingness to Association our intent to enter into an agreement of association and become a legally bound member of the ...[Insert official name of association]....., for the completion of the above referenced Project Services in the event that the Tender offer submitted under the name of ...[Insert official name of association].....be successful and award for the Services be made to the association.

Signature

Name:

Date:

In the capacity of:[Insert position].....

Duly authorised to sign this Declaration of Willingness to Association for and on behalf of:

Name of association member:

Power of Attorney duly notarised by a Notary Public empowering the signatory with copies of passports confirming identity attached

Form A-2
Association Particulars

Tenderer Association Name:

Date:

Project:

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Association Members	Lead Member	Role and Responsibility	Work Scope %	Financial %

3. APPENDIX B: PORTFOLIO OF SIMILAR COMPLETED PROJECTS

❖ The Tenderer shall submit with the Tender the following details of his experience:

3.1 General Experience

Utilising Form B-1 of this Appendix B, the Tenderer shall provide details of its experience over the last five (5) years prior to the date of the Base Date in delivering the general services detailed below in the role of main consultant / association partner in no more than five (5) individual completed projects:

Experience in providing:

1. works supervision;
2. verification of design and Works; and
3. relevant GCC experience.

3.2 Specific Experience

Utilising Form B-2 of this Appendix B, the Tenderer shall provide details of its experience over the last five (5) years prior to the date of the Base Date in delivering the specific services detailed below in the role of main consultant / association partner or sub-consultant in no more than three (3) individual completed projects. These projects should include characteristics similar to the services required described in Section C: Project Brief.

Experience in providing:

1. Sewage treatment plants.

Form B-1
General Experience

Tenderer's Legal Name:

Date:

Project:

Page __ of __ Pages

Commencement Month / Year*	Completion Month / Year	Contract Identification	Role of Tenderer
		Contract name and reference number:	<i>Max 200 word description per example</i>
		Name of Employer:	
		Address of Employer:	
<i>Provide names and current contact details (office landline number, mobile number and e-mail address) of two persons of the employer's employees at senior management level whom the Authority can contact for a technical reference for each project.</i>			
Brief Description of the scope of deliverables performed by the Tenderer:			
<i>Max 200 word description per example</i>			

*List calendar year starting with the earliest year example

The above template shall be replicated for each example

Tenderer's Stamp and Initials: Date:

Project ID: IA-D 13/14 S 003 G

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Form B-2
Specific Experience

Tenderer's Legal Name:

Date:

Project:

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<i>Contract name and reference number:</i>	(Tick all areas applicable to this example) One example may be given for each area of experience		Sewage treatment plants.
Contract Title and Number			
Award Date			
Completion Date			
Role in contract		Main consultant	
		Association member	
		Sub-consultant	
Total contract amount			US\$
If a party in an association or sub-consultant, specify participation of total contract amount		%	US\$
Employer's Name:			
Address:			
Telephone / fax number:			
e-mail			
<i>Provide names and current contact details (office landline number, mobile number and e-mail address) of two employer's personnel at senior management level whom the Authority can contact for a technical reference</i>			
Project Description noting similarity of Authority requirements			
<i>(max 1000 words)</i>			
Example of Innovation			
<i>(max 200 words)</i>			
Lessons learnt & Measurable Benefits to Clients			
<i>(max 200 words)</i>			

The above template shall be replicated for each example

Tenderer's Stamp and Initials: Date:
 Project ID: IA 14/15 S 003 G D/14 February 2015
 Post Contract PSA for refurbishment and
 upgrading works for various pumping stations,CP-770

4. APPENDIX C: ELIGIBILITY

- ❖ Where the Tenderer is an association **each member of the association** shall complete and submit declarations in this Appendix C
- ❖ The Tenderer shall complete the below declarations:

4.1 Conflict of Interest Statement

Tenderer's Statement:

We

hereby confirm that:

- With regards to any aspect of the scope of deliverables to which the Agreement relates, whether: financial, personal or professional or otherwise; either individually or in conjunction with any third party we
- ☐ do not have a conflict of interest;
- or
- ☐ consider potential conflicts of interest exist and these have been listed in Form C-1 to this Appendix C;

**tick one box*

and

- we will not take any steps which lead to a possible conflict arising during the currency of the Agreement; and
- should a possible conflict of interest arise during the tender period we shall formally notify the Authority in writing and obtain non-objection to continue with the tender process.

4.2 Anti-Collusion Statement

Tenderer's Statement:

We

1. hereby certify that this Tender is made in good faith, and that we have not fixed or adjusted the amount of the Tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we have not, and we undertake that we will not, before the award of any contract for the Services:
 - (i)
 - (a) communicate to any person other than the Authority, or a person duly authorised by him in that behalf, the amount or approximate amount of the Tender or proposed Tender, except where the disclosure, in

Tenderer's Stamp and Initials: Date:

confidence, of the approximate amount of the Tender was necessary to obtain insurance premium quotations required for the preparation of the Tender;

- (b) enter into any agreement or arrangement with any person that they shall refrain from tendering, that they shall withdraw any Tender once offered or vary the amount of any Tender to be submitted;
 - (ii) pay, give or offer to pay or give any sum of money or other direct or indirect consideration directly or indirectly to any person [outside this consortium / joint venture] for doing or having done or causing or having caused to be done in relation to any other Tender or proposed Tender for the work, any act or omission or thing of the sort described at 1 (i) (a) or (b) above.
2. further certify that the principles described in paragraphs 1(i) and (ii) above have been, or will be, brought to the attention of all sub-consultants, suppliers and associated companies providing services or materials connected with the Tender and any contract entered into with such sub-consultants, suppliers or associated companies will be made on the basis of compliance with such principles by all parties.

In this statement, the word 'person' includes any persons and entity or association, corporate or unincorporated; 'any agreement or arrangement' includes any transaction, formal or informal and whether legally binding or not; and 'the Services' means the Services in relation to which this Tender is made.

4.3 Declaration of Eligibility

Tenderer's Statement:

We

hereby confirm that we have not been declared to be ineligible to tender for Authority or State of Qatar governmental contracts.

4.4 Declaration of Legal and Financial Autonomy

Tenderer's Statement:

We

hereby confirm by ticking one of the boxes that we are:

- ☐ not a government owned entity;
- ☐ a legally and financially autonomous government owned entity operating under commercial law independent from government agencies
- ☐ a government owned entity

**tick one box*

Tenderer's Stamp and Initials:

Date:

4.5 Compliance Statement

Tenderer's Statement:

We

hereby confirm that to our belief our Tender fully complies with all the terms and conditions of the Tender Documents and that there are no deviations or qualifications.

4.6 Confirmation of Site Visit

Tenderer's Statement:

We

hereby confirm that we have visited and taken into account all existing site conditions foreseeable or potentially unforeseeable in our Tender.

Tenderer's Stamp and Initials:

Date:

Form C-1
Potential Conflicts of Interest

Tenderer's Legal Name:

Date:

Project:

Page __ of __ Pages

#	Potential Conflict	Related Contract / Issue	Proposed Measures to Negate Conflict

Tenderer's Stamp and Initials:

Date:

Project ID: IA 14/15 S 003 G

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Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

5. APPENDIX D: HISTORICAL CONTRACT NON-PERFORMANCE

- ❖ Where the Tenderer is an association each member of the association shall complete and submit the forms in this Appendix D.
- ❖ The Tenderer shall provide details on the following:

5.1 Statement on Non-performance

Tenderer's Statement:

We

hereby confirm that, in the last five (5) years from the date of the Invitation To Tender, we:

- ☐ have not abandoned nor have been expelled / discharged or terminated from any project / contract works;
- ☐ have provided a list, as attachment using Form D-1 of this Appendix D, of projects / contracts which were incomplete at the time of our disassociation with such projects / contract works.

**tick one box*

5.2 All Pending Litigation

Tenderer's Statement:

We

hereby confirm that, at the date of the Invitation To Tender:

- ☐ do not have any pending litigation;
- ☐ are involved in the process of litigation, the combined claimed value under such litigation does not exceed 25% of our company's[#] nett worth;

#Tenderer, not the parent company

- ☐ are in the process of litigation, the combined claimed value under such litigation exceeds 25% of our company's nett worth;

**tick one box*

5.3 Statement on Bankruptcy

Tenderer's Statement:

We

hereby confirm that, in the last five (5) years (from the date of the Invitation To Tender), we:

- ☐ have not suffered bankruptcy / insolvency;
- ☐ have suffered bankruptcy / insolvency.

**tick one box*

Tenderer's Stamp and Initials:

Date:

Form D-1

**Historical Contract Non – Performance
Uncompleted Contracts**

Tenderer's Legal Name:

Date:

Project:

Page __ of __ Pages

Year	Contract Identification:	Total Contract Amount (current value, US\$ equivalent)	Reason for non-performance
	Contract Identification: Name of Employer: Address of Employer: Matter in dispute:		
	Contract Identification: Name of Employer: Address of Employer: Matter in dispute:		
	Contract Identification: Name of Employer: Address of Employer: Matter in dispute:		

Tenderer's Stamp and Initials:

Date:

Project ID: IA 14/15 S 003 G

D/20

February 2015

Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

6. APPENDIX E: FINANCIAL STATUS

-
- ❖ Where the Tenderer is an association **each member of the association** shall complete and submit the forms in this Appendix E.
 - ❖ The Tenderer shall provide details of his financial status:
-

6.1 Audited Financial Statement

The Tenderer shall provide as an attachment to this Appendix E: Audited Financial Statement (balance sheets, including all related notes, and income statements) for the last three (3) completed financial years prior to the Tender Closing Date complying with the following conditions:

- A. The financial statements must reflect the financial situation of the **Tenderer** or (each) member of an association, and **not** sister or parent companies.
- B. The financial statements **must** be independently audited by a certified accountant.
- C. The financial statements must be complete, including all notes to the financial statements.
- D. The financial statements must correspond to the financial years already completed prior to the date of the Invitation to Tender. No statements for partial periods shall be accepted.

6.2 Financial Status

The Tenderer shall extract data from the audited financial statements and complete Form E-1 to this Appendix E.

6.3 Turnover

The Tenderer shall extract data from the audited financial statements and complete Form E-2 to this Appendix E.

**Form E-1
Annual Financial Statistics**

Tenderer's Legal Name:

Date:

Project:

Page __ of __ Pages

Financial information in QAR equivalent	Historic information for previous three (3) years (QAR equivalent in 000s)			
	Year 1	Year 2	Year 3	Average
Information from Balance Sheet				
Total Assets (TA)				
Total Liabilities (TL)				
Net Worth (NW)				
Accounts Receivable (AR)				
Current Assets (CA)				
Current Liabilities (CL)				
Information from Income Statement				
Total Revenue (TR)				
Operating Profit (EBIT)				
Net Revenue (NR)				
Financial Indices				
Current Assets/Current Liabilities (Current Ratio)				
Operating Profit/Total Revenue (Profit Margin)				
Total Revenue/Total Assets (Return on Assets)				
Total Liabilities/Total Assets (Debt Ratio)				

Tenderer's Stamp and Initials:

Date:

Project ID: IA 14/15 S 003 G

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February 2015

Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

Form E-2
Average Annual Turnover

Tenderer's Legal Name:

Date:

Project:

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Annual Turnover Data		
Year	Amount (QAR equivalent in 000s)	Currency Conversion Rate applied
1		
2		
3		
*Average Annual Turnover		

*Average annual turnover calculated as total certified payments received for work in progress or completed, divided by the number of years specified.

Tenderer's Stamp and Initials: Date:
Project ID: IA 14/15 S 003 G D/23 February 2015
Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

7. APPENDIX F: CONSULTANCY CERTIFICATES, REGISTRATION AND PROFESSIONAL INDEMNITY INSURANCE

- ❖ [The Tenderer need not return details of Engineering Registration, Commercial Registration, nor Trade Licences with the Tender return, but must submit a detailed plan and programme demonstrating how and when they intend to obtain these documents once appointed. However the Tenderer shall submit with the Tender documentary proof of the ability to obtain Professional Indemnity Insurance]

7.1 Engineering Registration

7.1.1 Tenderer

The Tenderer shall provide as an attachment to this Appendix F a copy of the valid Engineering Registration certificate(s), issued by the Committee for the Enrolment of Engineers & Engineering Consultancy Offices of the General Authority of Planning & Urban Development in accordance with Law No. 19 of 2005 'Regulating the Practice of Engineering Professions.

In the event that the Tenderer is not a Qatar registered consultant, or is not registered to carry-out the Services then the Tenderer shall complete the Commitment to Registration Declaration, Form F-1 to this Appendix F, in place of the registration documents.

7.1.2 Sub-consultants

For each sub-consultant the Tenderer shall provide as an attachment to this Appendix F a copy of the valid Engineering Registration certificate(s), issued by the Committee for the Enrolment of Engineers & Engineering Consultancy Offices of the General Authority of Planning & Urban Development in accordance with Law No. 19 of 2005 'Regulating the Practice of Engineering Professions.

In the event that the sub-consultant is not registered for the Services related to its proposed scope then each unregistered sub-consultant shall complete the Commitment to Registration Declaration, form F-1 to this Appendix F, in place of the registration documents.

7.2 Commercial Registration and Trade License

7.2.1 Tenderer

The Tenderer shall provide as an attachment to this Appendix F an extract of the valid Commercial Registration, issued by the Ministry of Business and Trade.

The Tenderer shall provide as an attachment to this Appendix F a copy of the valid Trade License, issued by the municipality.

In the event that the Tenderer is not a Qatar registered consultant, or does not hold valid Commercial Registration and Trade License then the Tenderer shall complete the Commitment to Registration Declaration, form F-2 to this Appendix F, in place of the registration and licensing documents.

7.2.2 Sub-consultants

For each sub-consultant the Tenderer shall provide as an attachment to this Appendix F:

- A. An extract of the valid Commercial Registration, issued by the Ministry of Business and Trade; and
- B. A copy of the valid Trade License, issued by the municipality.

Tenderer's Stamp and Initials: Date:

In the event that the sub-consultant does not hold valid Commercial Registration and Trade License then each unregistered sub-consultant shall complete the Commitment to Registration Declaration, Form F-2 to this Appendix F, in place of the registration and licensing documents.

NB: The successful Tenderer shall be required to obtain all licenses and permits required by Law and / or under the Agreement necessary to lawfully operate in the State of Qatar.

7.3 Articles and Memorandum of Association

The Tenderer shall provide as an attachment to this Appendix F a copy of the Tenderer's company Articles and Memorandum of Association.

In the event that the Tenderer is an association which has yet to become incorporated then this submission shall be cross referenced to the Association Agreement documentation provided under Appendix 2.

7.4 Power of Attorney

The Tenderer shall provide as an attachment to this Appendix F a copy of the Power(s) of Attorney duly notarised by a Notary Public empowering the principal(s) to bind the Tenderer and substantiated by copies of valid passports to confirm the identity of the principal(s). Both sets of documents shall be attested by: the Qatari Embassy in the Tenderer's country of registration; or, in the case of Qatari registered companies, the Qatar Ministry of Justice.

7.5 Taxation

The Tenderer shall provide as an attachment to this Appendix F a copy of its existing tax registration certificate.

Where the Tenderer is a non-resident company the Tenderer shall provide its full address in the country where the Tenderer is tax resident.

7.6 Professional Indemnity Insurance

The Tenderer shall provide as an attachment to this Appendix F a copy of the Tenderer's current corporate professional indemnity insurance certificate plus a list of all claims outstanding from previous years and arising under the latest policy renewal.

NB: The successful Tenderer shall be required to obtain Project specific professional indemnity insurance brokered from a Qatari registered insurer in accordance with the General Conditions of Engagement.

Form F-1

Commitment to Engineering Registration Declaration

TO BE EXECUTED ON TENDERER'S / TENDERER'S SUB-CONSULTANT'S LETTERHEAD

Tender for: POST CONTRACT PSA FOR REFURBISHMENT AND UPGRADING WORKS
FOR VARIOUS PUMPING STATIONS,CP-770

Project ID: IA 14/15 S 003 G

Relevant Tender No#

<Insert name of Tender Administrator>

Tender Administrator

Public Works Authority

PO Box 22188

Doha, Qatar

COMMITMENT TO ENGINEERING REGISTRATION DECLARATION

We <Insert name of Tenderer/Tenderer's Sub-consultant> hereby confirm by this Commitment to Registration Declaration that within seven (7) Days of award of the above referenced Project Services we shall commence registration for the following services:

- <Insert services to be registered>;
- <Insert services to be registered>;

with the 'Committee for the Enrolment of Engineers & Engineering Consultancy Offices' of the General Authority of Planning & Urban Development in accordance with Law No. 19 of 2005 'Regulating the Practice of Engineering Professions'.

Signature

Name:

Date:

In the capacity of:<Insert position>.....

Duly authorised to bind in this Commitment to Registration for and on behalf of:

Name of Tenderer/ Tenderer's Sub-consultant*.....

**delete as appropriate*

Attested Power of Attorney duly notarised by a Notary Public empowering the signatory with copies of passports confirming identity attached.

Tenderer's Stamp and Initials: Date:

Project ID: IA 14/15 S 003 G

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Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

Form F-2

Commitment to Commercial Registration Declaration

TO BE EXECUTED ON TENDERER'S / TENDERER'S SUB-CONSULTANT'S LETTERHEAD

Tender for POST-CONTRACT PROFESSIONAL CONSULTANCY SERVICES FOR
REFURBISHMENT AND UPGRADING WORKS FOR VARIOUS PUMPING
STATIONS, CP-770

Project ID IA 14/15 S 003 G

Relevant Tender No#

<Insert name of Tender Administrator>

Tender Administrator

Public Works Authority

PO Box 22188

Doha, Qatar

COMMITMENT TO COMMERCIAL REGISTRATION DECLARATION

We < *Insert name of Tenderer/Tenderer's Sub-consultant* > hereby confirm by this Commitment to Registration Declaration that within seven (7) Days of award of the above referenced Project Services we shall commence:

- Commercial Registration proceedings;
- Application for a Trade License;

with the Ministry of Business and Trade and the relevant municipality.

Signature

Name:

Date:

In the capacity of:<Insert position>.....

Duly authorised to bind in this Commitment to Registration for and on behalf of:

Name of Tenderer/Tenderer's Sub-consultant*:.....

**delete as appropriate*

Attested Power of Attorney duly notarised by a Notary Public empowering the signatory with copies of passports confirming identity attached

Tenderer's Stamp and Initials: Date:

Project ID: IA 14/15 S 003 G

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February 2015

Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

8. APPENDIX G: PROJECT UNDERSTANDING, APPROACH AND METHODOLOGY

-
- ❖ The Tenderer shall submit with the Tender the following details:
-

8.1 Project Understanding:

This shall become Schedule A: Project Brief: Part 3: Services Implementation: Chapter 1: Project Understanding

The Tenderer shall provide his understanding of the Services to be provided with respect to the Project objectives and his proposed programmes provided in Appendix J.

For each Project objective the Tenderer shall outline his understanding of the required scope of work and detail his approach to delivery of the Services. For each Project objective the description shall be set out as follows:

1. The Services and associated deliverables;
2. Overall understanding;
3. Activities in each Project objective;
4. Aims and outcomes;
5. Overall Timescale;
6. Data needs and necessary research;
7. Anticipated stakeholders and procedures for co-ordination and acknowledgement of impacts;
8. The benefits to be delivered to the client.

In the setting out of the Project understanding the Tenderer shall reflect his understanding of the following:

- International Best Practice;
- Qatar National Vision 2030;
- Qatar National Project Management.

This section shall be a maximum of twenty (20) sides of A4 paper, inclusive of all Project objectives.

8.2 Approach:

This shall become Schedule A: Project Brief: Part 3: Services Implementation: Chapter 2: Approach

The Tenderer shall give a description of the proposed strategies for delivery of the Services. The strategies must cross reference the Project objectives and the Services to be undertaken with respect to the proposed programmes provided in Appendix J. The Tenderer is expected to clearly demonstrate the depth and consideration given to meeting the Project objectives and delivery of the Services.

The description (for each Project objectives) shall be set out as follows:

1. The strategies and associated timescale for delivery of the Services;
2. Associated Key Dates (submission dates, stakeholder and Authority review periods and the like);

Tenderer's Stamp and Initials: Date:
Project ID: IA 14/15 S 003 G D/28 February 2015
Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

3. Risk identification, management and reporting strategies to be adopted;
4. Management philosophy;

This section shall address risk management strategies and processes based upon internationally recognised risk management principles identified by the Tenderer. The Tenderer shall complete Appendix M: Quantitative Risk Register and Assessment based upon the principles identified in this submission.

The Tenderer's management philosophy should address throughout this section:

- How the leadership role directly accountable for the Tenderer's organisation will operate;
- How the Tenderer will retain and incentivise Key Personnel and other staff and ensure succession planning during the course of delivering the services;
- The values and behaviours the Tenderer and his Key Personnel will promote and how these will be implemented and maintained throughout delivery of the services;
- How effective relationships with the Authority and other key Project stakeholders will be developed and managed;
- Identification of the key risks to delivering the Project to budget and on time that the Tenderer can control or influence;
- How the Tenderer will manage or help to mitigate each of the key risks to delivery to budget and on time citing successful use of the proposed approach on previous projects;
- Identification of the key risks to Project health and safety that the Tenderer can control or influence;
- How the Tenderer will manage or help to mitigate the key risks to health and safety citing successful use of the proposed approach on previous projects.
- Identification of the key risks to the sustainable and responsible delivery of the Project that the Tenderer can control or influence
- How the Tenderer will manage or help to mitigate the key risks to sustainable and responsible delivery citing successful use of the proposed approach on previous projects.

5. Delegated Authority

- The Authority intends to delegate sufficient authorities and responsibilities to the Tenderer so as to allow the Tenderer to fulfil its intended role. The Tenderer shall submit the proposed delegated levels of responsibilities which they believe will be required to deliver the Tenderer managed activities. The delegated responsibilities shall be non-objected by the Authority, and may be changed to suit the requirements of the Project.
- The Tenderer's proposal shall take the form of a delegation matrix clearly defining the Authority's responsibilities and the proposed Tenderer delegated authorities.
- Upon agreement of the delegation of responsibilities the Tenderer will be responsible, on behalf of the Authority and within the authorities delegated to the Tenderer by the Authority, for the successful delivery of the Services.

Tenderer's Stamp and Initials: Date:
Project ID: IA 14/15 S 003 G D/29 February 2015
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upgrading works for various pumping stations,CP-770

This section shall be a maximum of fifteen (15) sides of A4 paper, inclusive of all Project objectives.

8.3 Methodology:

This shall become Schedule A: Project Brief: Part 3: Services Implementation: Chapter 3: Methodology

The Tenderer shall give a description of the proposed methodologies for delivery of each element of the Services and the expected outputs and deliverables.

The description shall be set out as follows:

1. Outline Project Management Plan;
2. Outline Project Implementation Plan;

For each Project objective:

3. Methodology to be adopted;
4. Outputs and deliverables.

The Tenderer shall base his proposed procedures on internationally accepted codes, standards and procedures, which shall be referenced in Appendix H: Applicable Standards

This section shall be a maximum of fifteen (15) sides of A4 paper, inclusive of all Project objectives.

9. APPENDIX H: APPLICABLE STANDARDS

-
- ❖ The Tenderer shall submit with the Tender details of the Applicable Standards proposed to be utilised for the completion of the Services
-

**This shall become Schedule A: Project Brief: Part 3 Services Implementation:
Chapter 4: Applicable Standards**

The Tenderer shall identify those internationally accepted codes, standards and procedures, proposed:

- as part of his Methodology in Appendix G: Project Understanding, Approach and Methodology, Item 8.3: Methodology; and
- to be employed in the provision of the Services deliverables.

10. APPENDIX I: QUALITY, HEALTH, SAFETY AND ENVIRONMENTAL ASSURANCE MEASURES

-
- ❖ The Tenderer shall submit with the Tender an outline of the Quality, Health, Safety and Environmental Assurance Measures to be adopted.
-

10.1 Quality Assurance

The Agreement Quality system shall conform to the requirements of ISO9001:2008

The Tenderer shall provide copies of relevant Quality Management certification

The Tenderer shall provide a copy of his Quality Management Policy

The Tenderer shall provide a draft Quality Plan proposed for the Project

The Tenderer shall provide an outline Quality Control Procedure relevant to the Project

The Tenderer shall provide an outline Interface Management Procedure relevant to the Project

This section shall be a maximum of fifteen (15) sides of A4 paper.

10.2 Health and Safety Assurance

The Agreement Health and Safety system shall conform to the requirements of BS OHSAS18001:2007 "Occupational Health and Safety Management Systems - Requirements"

The Tenderer shall provide copies of relevant Health and Safety Management certification

The Tenderer shall provide a copy of his Health and Safety Management Policy

The Tenderer shall provide a draft Health and Safety Plan proposed for the Project

The Tenderer shall provide an outline Health and Safety Control Procedure relevant to the Project

This section shall be a maximum of ten (10) sides of A4 paper.

10.3 Environmental Management

The Agreement Environmental Management system shall conform to the requirements of ISO14001:2004 "Environmental Management Systems - Requirements with Guidance for Use"

The Tenderer shall provide copies of relevant Environmental Management certification

The Tenderer shall provide a copy of his Environmental Management Policy

The Tenderer shall provide a draft Environmental Plan proposed for the Project

This section shall be a maximum of ten (10) sides of A4 paper.

11. APPENDIX J: MASTER PROGRAMME AND RESOURCE ALLOCATION

-
- ❖ The Tenderer shall submit with the Tender the following programme and resource details required for delivery of the Services described in Section C: Project Brief of the Tender Documents:
-

11.1 Master Programme

This shall become Schedule C: Resource Schedules: Part 1.1 Master Programme

The Tenderer shall provide an indicative level 1 programme identifying his proposed activities, commencement, duration times, deliverable submission dates and associated personnel allocation to each Project objective.

The programme shall be submitted:

- in paper format A3; and
- in Primavera P6 electronic and printed format, on landscape format A3 paper folded to fit into the document

The programme shall be prepared using Primavera P6 software, be fully logic linked and detail:

- The Commencement Date;
- The Key Dates;
- The Completion Date;
- The order and timing of the Project objectives;
- The Critical path(s);
- Float and time risk allowances;
- Authority and Stakeholder hold-points;
- Authority and Stakeholder non-objection and other periods;
- Stakeholder and Third Party deliverables and associated dates;
- The Mobilisation Period;
- The Demobilisation Period; and
- Resource loading.

11.2 Master Programme Narrative

This shall become Schedule C: Resource Schedules: Part 1.2 Master Programme Narrative

A programme narrative shall be provided, being a maximum of three (3) sides of A4 paper.

11.3 Resource Allocation Schedule

This shall become Schedule C: Resource Schedules: Part 2 Resource Allocation Schedule

The Tenderer's proposed resource loading shall be sufficient to deliver the Services (using personnel grades specified in Appendix K: Project Team of this Section D) both in total months for each resources and how each individual resource is expended through the Project by month. The Tenderer shall complete Forms J-1 and J-2 to this Appendix J for each Cost Centre identified in Section G: Pricing Schedule, resource loading will be depicted in the form of a table and a summary histogram submitted electronically (Microsoft Excel 2007 format) and on paper.

The Resource Allocation Schedules shall form the basis for monitoring costs against reimbursable rates and shall only be subject to change following non-objection by the Engineer.

The Tenderer shall identify the personnel not permanently based in the in country Project office and their durations of working in or out of the Project office separately.

Any determination of reimbursable rates shall be those rates provided in the Schedule of Rates in Section G: Pricing Schedule of the Tender Documents which will be reimbursed against actual recorded and verified time utilised in carrying out the Services.

11.4 Mobilisation Plan

This shall become Schedule C: Resource Schedules: Part 3 Mobilisation Plan

The Tenderer shall provide a mobilisation plan for the full duration of the Project including details of current and expected availability for all non-administrative senior (P1, P2, T1, T2) grade personnel as an to this Appendix J.

The Mobilisation Plan shall be reviewed and non-objected by the Authority prior to the Commencement Date and shall not be changed or modified without the prior written non-objection of the Engineer.

The Engineer shall at any time during the currency of the Services, have the right to instruct an increase or decrease in the resources applied to the Project or a change in the Mobilisation Plan.

The Engineer shall have the right to instruct mobilisation of dedicated teams for specific tasks and the mobilisation plan shall contain a provision for the mobilisation of such teams.

Typical pro-forma to be completed for the Project by the Tenderer

SECTION J: PROJECT TEAM: FORM J-1: RESOURCE ALLOCATION SCHEDULE - SUMMARY															
Project: _____															
Cost Centres	Resource Allocation (Man-Days)														
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	etc	Totals
Key Personnel															
Cost Centre 0															0.00
Cost Centre 1															0.00
Cost Centre 2															0.00
Cost Centre 3															0.00
Cost Centre 4															0.00
Cost Centre 5															0.00
etc															0.00
Sub-totals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Non-Key Personnel															
Cost Centre 0															0.00
Cost Centre 1															0.00
Cost Centre 2															0.00
Cost Centre 3															0.00
Cost Centre 4															0.00
Cost Centre 5															0.00
etc															0.00
Sub-totals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Notes															
1- The resource monthly sub-totals for each Cost Centre are to be carried over into this Summary Schedule															

Tenderer's Stamp and Initials: _____

Date: _____

SECTION J: PROJECT TEAM: FORM J-2: RESOURCE ALLOCATION SCHEDULE																		
Project:				Cost Centre:														
S #	Code	Designation / Position	Grade	Resource Allocation (Man-Days)														Totals
				Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	etc	
Key Personnel																		
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		etc																0.00
-	-	Sub-totals	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Non-Key Personnel																		
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		Proposed by Consultant																0.00
		etc																0.00
-	-	Sub-totals	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Notes																		
1- The Tenderer shall include all personnel programmed to work on the Cost Centre																		
2- The Tenderer shall insert additional personnel positions as needed																		
3- For consistency a Man-Day shall be taken as nine (9) working hours per Day																		
4- "S#" is the running number for the list of Project Personnel																		
5- 'Code' is the reference code for that selected position used in Volume 6:Payment Schedules: Schedule of Rates - Labour																		
6- The 'Designation / Position' that for the selected resource position used in Volume 6: payment Schedules, Schedule of Rates - Labour																		
7- The Tenderer shall propose the Grade, according to Appendix K Item 12.4 Project Personnel Grading System, for the selected position																		

Tenderer's Stamp and Initials:

Date:

12. APPENDIX K: PROJECT TEAM

-
- ❖ The Tenderer shall submit with the Tender the following details of the personnel required for provision of the deliverables described in Section C: Project Brief of the Tender Documents.
-

12.1 Project Organogram

This shall become Schedule C: Resource Schedules: Part 4 Project Organisation

The Tenderer shall provide as an attachment to this Appendix K a detailed Project organisation chart showing reporting lines and outline roles and responsibilities for all proposed personnel (to level P3, T2 and A2) clearly indicating the relationship between all members of the identified Project team. Each identified position on the organogram shall have a unique reference code and shall be accompanied by a narrative describing the levels of responsibility, proposed location and resource allocation for each of the Services.

Sub-consultant personnel are to be identified.

The Tenderer shall detail all positions that will be employed within the Project.

The Tenderer shall also indicate how the Project organisation is expected evolve throughout the currency of the Agreement by provision of an organogram for the Tenderer's anticipated peak staffing for the Project.

Where applicable integrated organisation charts are to be provided showing organisational and contractual relationships.

12.2 Project Personnel

12.2.1 Proposed Personnel

The Tenderer shall, as part of the Section D: Technical Tender Deliveries for Appendix K, propose the Project organisation necessary to meet the Project objectives and the provision of the deliverables based upon the requirements of the Section C: Project Brief.

The proposed Project organisation shall consist of a minimum of two teams:

- A. Core Team – this shall comprise Key Personnel;
- B. Support Team – this shall comprise non-Key Personnel.

The Tenderer is free to propose additional teams to suit his proposed methodology for completing the Services.

The proposed Project personnel submission shall:

- Comply with the general requirements of Item 12.3 of this Appendix K;
- Identify the specialism for each proposed position;
- Identify the personnel grade for each proposed position in accordance with Item 12.4 of this Appendix K; and
- With regards to the Core Team, identify proposed personnel on Forms K-1 and K-2 of this Appendix K.

Tenderer's Stamp and Initials:

Date:

12.2.2 Key Personnel

This shall become Schedule C: Resource Schedules: Part 5 Key Personnel

All Key Personnel shall be named and identified via a unique reference code on the Project organogram.

Key Personnel may be called for interview by the evaluation team. For Key Personnel identified in the Tender as being resident outside of Qatar at the time of Tender return the Tenderer will be given notice of the interview seven (7) Days prior to the interview date.

The qualifications and experience of all Key Personnel must clearly match the identified resource grading requirements.

Key Personnel are to commit to the Project on a full time basis or as otherwise expressly identified in the Appendix J: Master Programme for the duration of the Agreement and cannot be replaced or substituted without the prior written non-objection of the Authority. Form K-2 for each of the Key Personnel shall be signed by the respective individuals as evidence of their commitment to the Project.

12.2.3 Key Personnel Experience Summary Schedule

The Tenderer shall provide a Key Personnel Experience Summary Schedule using Form K-1 to this Appendix K.

12.2.4 Key Personnel Experience

Based upon the requirements of the Section C: Project Brief, the Tenderer shall provide CVs for all Key Personnel using Form K-2 to this Appendix K. Each CV shall be a maximum of two sides of A4 paper.

All Key Personnel shall be able to demonstrate proficiency across a multitude of skills and expertise with particular emphasis on those skills and experience directly related to the Services.

12.2.5 Non-Key Personnel Experience

Non-key Personnel shall comprise all professional, technical and administrative personnel necessary for the completion of the Services who do not qualify as Key Personnel.

The Tenderer shall provide as an attachment to this Appendix K CVs of five (5) senior non-Key Personnel as indicative of the personnel to be employed in the Project.

The Tenderer shall use Form K-2 to this Appendix K for the production of the CVs. Each CV shall be a maximum of two (2) pages of A4 paper in length.

12.3 Professional Qualifications and Criteria for Project Personnel

12.3.1 General Requirements and Criteria

- A. The Tenderer shall provide suitably qualified personnel fully capable of representing and acting on behalf of the Authority.
- B. The Tenderer is to submit qualified candidates that clearly demonstrates the Tenderer's ability to provide an optimum service to ensure the Project as a whole is carried out in the most cost effective manner and completed on time to the specified quality, while fully complying with the highest international standards of Good Engineering and Construction Practices.
- C. The Tenderer is required to propose the required Key Personnel to meet the specialist requirements identified in the Section C: Project Brief.
- D. All the Key Personnel shall have:

- Proven ability to manage projects of similar size and nature to deliver completed quality work on time and within budget;
 - Proven ability to coordinate a multi-disciplinary team on projects of similar size and nature; and
 - Proven ability to work cooperatively and effectively with a wide variety of interests / authorities.
- E. Key Personnel shall be fully computer literate and able to utilise computer technology to access data, maintain records, generate reports, etc. and in particular any project specific relevant engineering software.
- F. All Key Personnel must be fluent in English both written and spoken with an excellent capability in written technical skills as well as oral and written communication skills.
- G. Key Personnel must be fully conversant with, and have had experience with, the Applicable Standards.

12.3.2 Qualifications and Experience

All Key Personnel shall have as a minimum the qualifications and experience criteria in accordance with the stipulated grade. Where the stipulated grade requires a qualification proof of the following is required:

- A degree or other form of post graduate educational award from an organisation being a member of the International Association of Universities; and
- Chartered / Professional status. Proof of current membership or registration with an internationally recognised professional organisation.

Recognised Professional Organisations shall be those professional organisations / associations / bodies as recognised by the International Association of Universities in accrediting educational courses provided by the members of the International Association of Universities.

12.3.3 Submittal of CVs

In accordance with Items 12.2.4 and 12.2.5 of this Appendix K the Tenderer shall submit nominated personnel CVs and photocopies of all relevant qualifications.

12.3.4 Non-Objection of CVs and Credentials

- A. The proposed Key Personnel must be available for, and may be subject to, interview by the Authority as part of the Tender evaluation process.
- B. Prior to the award of the Agreement, the Authority reserves the right to re-evaluate any or all of the nominated candidates. The Tenderer shall at the written request of the Authority make all or any of the candidates available for interviews and or provide any documentation as deemed necessary for the purpose of re-evaluation.
- C. The Authority may elect to interview non-Key Personnel prior to award.
- D. Acceptance of Tender as a whole will not imply automatic non-objection of non-Key Personnel whose details were not submitted with the Tender. Prior to mobilisation of the non-Key Personnel **the Tenderer shall apply for written non-objection from the Engineer for Authority to Mobilise**. The application shall be accompanied by **CVs using Form K-2 to this Appendix K**.
- E. The Tenderer shall note that if delays in award of the Agreement occur, then he will be permitted to submit alternative personnel for positions which have become

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vacant. Any such alternative proposal shall be at least equivalent and in no way inferior to the original.

- F. All personnel are to be subject to a three (3) month probation period prior to formal non-objection to the position.

12.4 Project Personnel Grading System

The Project personnel grading system detailing the level of experience grading to be applied to the Project Team proposal is described and shown in Section C: Project Brief, Part 2: Authority's Requirement.

Form K-1

Key Personnel Experience Summary Schedule

Team Members			Position			Education (Highest Degree)				Professional Experience				No. of similar Projects (last 10 years)				Role Experience (in years)					Remarks
CV #	Name	Nationality	Full Time or Part Time	Firm	Proposed Project Role	P.H.D	Masters	Bachelor	None	(>15) Years	(10-15) Years	(5-10) Years	None	(3) Projects	(2) Projects	(1) Project	None	(>15) Years	(10-15) Years	(5-10) Years	(3-5) Years	None	

Tenderer's Stamp and Initials:

Date:

Project ID: IA 14/15 S 003 G
Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

D/41

August 2014

Form K-2
Key Personnel Experience

Form K – 2 - Key Personnel Experience				
1	Name			Page 1 of 2
2	Years of Experience			
3	Position			
4	Nationality			
5	Birth Date			
6	Academic Qualification			
	Academic Degree	Date Certified	Name of Institution	Country
7	Key Experience to the Project			
8	Professional Registration / Affiliations			
	Name of Organisation		Registration	

Tenderer's Stamp and Initials:

Date:

Project ID: IA 14/15 S 003 G

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February 2015

Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

Form K – 2 - Key Personnel Experience - Continued					
Name					Page 2 of 2
Period (month/year)		Designation: Position	Employer's Name and Address	Project Name and Description	Duties and Responsibilities
From	To				

Note: It will be permissible to be reformat this form into a landscape format if desired

13. APPENDIX L: SUB-CONSULTANTS AND SUPPLIERS

- ❖ The Tenderer shall state below the names of the sub-consultant companies and suppliers proposed to be engaged (if applicable)

The Tenderer shall state in the table below the details of all sub-consultants and suppliers proposed to provide goods and services in connection with the Tender.

This shall become Schedule C: Resource Schedules: Part 6 Sub-consultants

	Sub-consultant / Supplier	Services provided
1.		
2.		
3.		

The Tenderer shall be deemed to have satisfied himself as to the sufficiency of his Tender in respect of elements of the Services to be provided by the proposed sub-consultant(s) / supplier(s). The Tenderer shall ensure that all such provided Services comply with Section B: Conditions of Engagement, Section C: Project Brief and all other Instructions to Tenderers documents and that the sum stated on the Form of Tender represents a non-qualified tender submission.

The successful Tenderer shall not be permitted to change any sub-consultant / supplier listed in the above table to this Appendix L or proposed sub-consultant's / supplier's personnel (as identified in Appendix K) without first obtaining the written non-objection of the Engineer.

All proposed sub-consultant(s) / supplier(s) shall be subject to the Authority's non-objection as part of the Tender evaluation process.

All proposed sub-consultant(s) / supplier(s) must be eligible for the Services. The Tenderer shall provide the following written guarantees, in the format of the specimen forms to this Appendix L, guaranteeing the eligibility of the sub-consultant(s) / supplier(s):

- A. From the Tenderer, listing the proposed sub-consultant(s) / supplier(s) – Form L-1
- B. From each proposed sub-consultant – Form L-2

If any identified sub-consultant(s) / supplier(s) does not meet the eligibility criteria, those sub-consultant(s) / supplier(s) shall be rejected.

If the sub-consultant(s) / supplier(s) identity is not known at the time of Tender then any sub-contract must be awarded in accordance with Sub-clauses 10.4 of the General Conditions of Engagement.

Only survey companies non-objectioned by the Authority shall be used for topographic or other surveys.

Tenderer's Stamp and Initials: Date:

Form L-1

SPECIMEN FORM OF TENDERER'S GUARANTEE
TO BE EXECUTED ON TENDERER'S LETTERHEAD

Tender for POST-CONTRACT PROFESSIONAL CONSULTANCY SERVICES FOR
REFURBISHMENT AND UPGRADING WORKS FOR VARIOUS PUMPING
STATIONS, CP-770

Project ID IA 14/15 S 003 G

Relevant Tender No#

Address as per the Invitation to Tender

TENDERER'S GUARANTEE

We <Insert name of Tenderer>, the Tenderer, whose registered office is at <Insert office address> guarantee that should we be issued with Award of the above referenced Tender, the sub-consultant(s) identified below have agreed to undertake the identified deliverables:

Sub-consultant's Name	Deliverables	Approximate Nett % of Tender Price

By this guarantee we, the Tenderer, hereby confirm that our proposed sub-consultant(s) shall carry out their deliverables in full accordance with the conditions of the Tender Documents and we <Insert name of Tenderer> shall remain fully and unconditionally responsible to the Authority for the completion of all sub-consultant obligations under the Agreement.

As confirmed by the attached Sub-consultant's Guarantee(s) we, the Tenderer, confirm that our above identified Sub-consultant(s) have demonstrated their eligibility to tender and in anticipation of Award have consented to enter into an agreement for the completion of the identified deliverables.

Signature

Name:

Date:

In the capacity of:<Insert position>.....

Duly authorised to bind in this Guarantee for and on behalf of:

Name of Tenderer:

Tenderer's Stamp and Initials: Date:

Project ID: IA 14/15 S 003 G

D/45

February 2015

Post Contract PSA for refurbishment and
upgrading works for various pumping stations,CP-770

Form L-2

SPECIMEN FORM OF SUB-CONSULTANT'S GUARANTEE

TO BE EXECUTED ON SUB-CONSULTANT'S LETTERHEAD

Tender for POST-CONTRACT PROFESSIONAL CONSULTANCY SERVICES FOR
REFURBISHMENT AND UPGRADING WORKS FOR VARIOUS PUMPING
STATIONS, CP-770

Project ID IA 14/15 S 003 G

Relevant Tender No#

Address as per the Invitation to Tender

SUB-CONSULTANT'S GUARANTEE

We *<Insert name of sub-consultant>*, whose registered office is at *<Insert office address>* hereby guarantee that:

1. We have not been declared ineligible to tender:
 - a. by the Public Works Authority (Ashghal); or
 - b. under the State of Qatar's Laws or official regulations; or
 - c. any other relevant body.
2. We have read and understood the Tender Documents;
3. We are registered in the State of Qatar for the provision of the below stated Services / commitment to registration for the below stated Services in the State of Qatar in the event of Award; and
4. In the event of *<Insert name of Tenderer>* being awarded the above referenced Tender we commit to:
 - entering into a formal agreement as sub-consultant to the said Tender for the following deliverables:
<Insert deliverables to be sub-contracted>
 - deploying the Key Personnel whose curriculum vitae have been incorporated in to the Tender Submission

Signature
Name:
Date:

In the capacity of:*<Insert position>*.....

Duly authorised to bind in this Sub-consultant's Guarantee for and on behalf of:

Name of sub-consultant

Attested Power of Attorney duly notarised by a Notary Public empowering the signatory with copies of passports confirming identity attached.

Tenderer's Stamp and Initials: Date:

14. APPENDIX M: QUANTITATIVE RISK REGISTER AND ASSESSMENT

- ❖ This section shall not be longer than six (6) sides of A4 paper.
- ❖ The Tenderer shall submit an outline Project Quantitative Risk Register and Assessment using the template below:

This shall become Schedule C: Resource Schedules: Part 7 Risk Register

PROJECT RISK REGISTER									
KEY: Probability: 1 = very low, 5 = very high Consequence: 1 = very low, 5 = very high Risk = Probability x Consequence									
ID #	Risk Description	Impact (Time / Cost / Quality)	Pre-Mitigation			Mitigation Measure	Post-Mitigation		
			Probability	Consequence	Risk		Probability	Consequence	Risk

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15. APPENDIX N: HEALTH, SAFETY AND SECURITY QUESTIONNAIRE

- ❖ The Tenderer submit with the Tender the following completed Health, Safety and Security Questionnaire.

1. Policy and Certification	Details Provided	
• Does your organisation have a Health, Safety and Security Management System (HSSMS)?	Yes. ☐	No. ☐
• Is your organisation accredited to ISO 14001? Please supply copy of Certificate?	Yes. ☐	No. ☐
• Is your organisation accredited with OHSAS 18001? Please supply copy of Certificate?	Yes. ☐	No. ☐
• If No, what internationally recognised Health, Safety & Security (HSS) certification does your organisation currently holds?	Yes. ☐	No. ☐
• Explain how this is communicated to your employees and how adherence to its content is monitored/measured	Yes. ☐	No. ☐
• How are Health, Safety and Security Standards, objectives and targets set for your organisation	Yes. ☐	No. ☐
• What procedures does your organisation have in place to ensure Health, Safety and Security policies, procedures, training and certification is current and compliant with statutory, legislative and/or best practice?	Yes. ☐	No. ☐
• Is the policy, authorised by the most senior executive?	Yes. ☐	No. ☐
• Do you undertake regular management reviews and audits of the system to ensure its continuing suitability, adequacy and effectiveness? Please supply evidence of this?	Yes. ☐	No. ☐
• Please provide documentary evidence/certificates of any current membership/affiliation that your organisation has with related industry/trade/best practice associations or professional bodies? Please provide copies of registration etc?	Yes. ☐	No. ☐

2. Legal Actions	Details Provided	
• Describe any pending, current and/or previous (in the last 5 years) legal actions against your organisation regarding Health, Safety and	Yes. ☐	No. ☐

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Date:

Security matters?		
3. Leadership and Commitment	Details Provided	
Who is ultimately responsible for Health, Safety & Security (HSS) matters in your organisation? Please demonstrate how HSS responsibilities and authorities are delegated throughout your organisation (attach supporting documentation if necessary).	Yes. ☐	No. ☐
How does your organisation ensure commitment towards Health, Safety and Security and how do you monitor implementation and measure performance during design, pre-construction activities and construction works?	Yes. ☐	No. ☐
Describe your organisation's culture towards Health, Safety and Security?	Yes. ☐	No. ☐

4. Qualifications Training and Competence	Details Provided	
What Health, Safety and Security related training is required for each level of management, supervisory and other staff throughout your organisation? How is this training managed and monitored? Please provide a copy of your training matrix for all staff?	Yes. ☐	No. ☐
What procedures does your organisation have in place to induct & train new employees? Please supply copy of the procedure?	Yes. ☐	No. ☐
Please provide sample records of training undertaken?	Yes. ☐	No. ☐
Please describe the induction training given to all employees and the various languages of a multilingual workforce?	Yes. ☐	No. ☐
How do you manage communications at the project sites? Please provide supporting evidence?	Yes. ☐	No. ☐

5. Management and Resource	Details Provided	
Describe the role and responsibility of your organisation's dedicated Health, Safety and Security Department (how is the Department structured; to whom does it report; what are its delegated authorities; how does it implement, manage, monitor and audit?	Yes. ☐	No. ☐
What are the minimum qualifications, training and experience required for Health, Safety and Security management and supervisory grades in your organisation?	Yes. ☐	No. ☐

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Date:

How do you assess the Health, Safety and Security competence and performance of (i) design teams during Pre-construction activities and (ii) contractors during construction works?	Yes ☐	No ☐
How do you ensure consultants and contractors meet and adhere to your organisation's Health, Safety and Security standards?	Yes ☐	No ☐
Describe the ratios of supervision to workforce numbers (foreman, supervisors, chargehands etc)?	Yes ☐	No ☐
Please provide the name and qualification of the person responsible for Health, Safety and Security matters in your organisation?	Yes ☐	No ☐
State the name of the individual or organisation that provides you with Health, Safety and Security advice, together with details and confirmation of their professional qualifications?	Yes ☐	No ☐

6. Hazard Identification and Risk Management	Details Provided	
What procedure do you have for on-going hazard identification, risk assessment and determination of necessary controls? <i>Please provide supporting evidence?</i>	Yes ☐	No ☐
Do these mechanisms cover risks such as manual handling, slips and trips, workplace transport, violence etc?	Yes ☐	No ☐
Please provide worked examples of risk assessments and method statements?	Yes ☐	No ☐
Describe how the controls measures from risk assessments and method statements are communicated to the workforce?	Yes ☐	No ☐
How often are risk assessment and method statements reviewed for suitability? How are they monitored at project level?	Yes ☐	No ☐
How are they monitored at project level? Please provide the procedure for this?	Yes ☐	No ☐

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Date:

7. Performance Monitoring	Details Provided	
What arrangements does your organisation have in place for monitoring, auditing and reporting for Health, Safety and Security performance during (i) design and pre-construction activities and (ii) construction works?	Yes. ☐	No. ☐
What arrangements does your organisation currently have in place to deal with “near misses”?	Yes. ☐	No. ☐
Please state your organisation’s current annual target for Lost Time Injury Frequency Rate on construction sites under your management and the benchmark against which your organisation measures performance?	Yes. ☐	No. ☐
Please define your organisation’s Accident Frequency Rate calculation process?	Yes. ☐	No. ☐
What procedures does your organisation currently have in place to report Health, Safety and Security performance to your Executive Management?	Yes. ☐	No. ☐
What involvement does your Executive Management have monitoring and proactively managing Health, Safety and Security performance throughout your organisation?	Yes. ☐	No. ☐
Please complete the below table for Health, Safety and Security related information for all projects under your management over the last 5 years and the current year?	Yes. ☐	No. ☐

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Date:

	Year					
	2010	2011	2012	2013	2014	Current Year to Date
Total Man Hours Worked						
Fatalities						
Accident Frequency Rate						
Medical Treatment Cases						
First Aid Cases						
Near Misses						
Dangerous Occurrences						
Property Damage						

8. Incident Investigation and Management	Details Provided	
• What types of incidents do you investigate?	Yes. ☐	No. ☐
• If an accident occurs on one of the projects under your management, how and when does your Executive and Senior Management become involved; what are their roles and responsibilities during the accident investigation.	Yes. ☐	No. ☐
• Please provide a copy of your accident investigation procedure?	Yes. ☐	No. ☐
• Does your company have an emergency management plan? Please provide a copy?	Yes. ☐	No. ☐

Tenderer's Stamp and Initials:

Date:

9. Supply Chain and Procurement	Details Provided	
Does your organisation have a procurement policy, which outlines the need for health and safety competence to be included in line with other considerations such as price, technical etc? Please provide support evidence?	Yes. ☐	No. ☐
Does the health and safety team contribute to procurement purchasing decisions (particularly when securing sub-contract services or labour)? Please provide supporting evidence?	Yes. ☐	No. ☐
Are suppliers and sub-contractors informed of the main requirements of the organisation's health and safety policy? Please provide supporting evidence?	Yes. ☐	No. ☐
Do you undertake periodic inspection of suppliers and sub-contractors Health, Safety and Security performance? Please provide supporting evidence?	Yes. ☐	No. ☐
Do procurement arrangements detail the environment and health and safety performance requirements for the supply of goods and services? Please provide supporting evidence?	Yes. ☐	No. ☐
Are suppliers and sub-contractors actively engaged in your organisation's environment and health and safety initiatives? Please provide supporting evidence?	Yes. ☐	No. ☐
Is your supply chain health and safety performance reviewed as part of the formal annual health and safety review process? Please provide supporting evidence?	Yes. ☐	No. ☐
State the measures your company takes for monitoring health and safety performance of sub-contractors and suppliers?	Yes. ☐	No. ☐

10. Communication and Consultation	Details Provided	
Please demonstrate what procedures and processes are in place to ensure effective communication both internally and externally?	Yes. ☐	No. ☐
How is it established, implemented and maintained for effective consultation with (and participation of) workers?	Yes. ☐	No. ☐
Please provide any other supporting information you feel necessary in support of this questionnaire?	Yes. ☐	No. ☐

Tenderer's Stamp and Initials:

Date:

SECTION E
REFERENCE DOCUMENTATION

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Supporting Information	E1/1
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SECTION E
REFERENCE DOCUMENTATION
PART 1
REFERENCE DATA

SUPPORTING INFORMATION

A PDF softcopy (CD) containing Project Specifications of the Construction Tender Document (including Drawings) is attached for your reference and for any additional information Tenderers shall contact Infrastructure Affairs.

SECTION E

PART 2

APPENDIX A

PROFESSIONAL INDEMNITY INSURANCE

APPENDIX A
PROFESSIONAL INDEMNITY INSURANCE

The Consultant shall maintain at all times a current Insurance Policy in their name indemnifying themselves in relation to claims and/or liabilities to any negligent act or omission resulting in defects or faults in the Services as described in Appendix A to the agreement carried out by the Consultants, their employees, their agents, sub-consultants and specialists.

Regardless of any insurance that may have been taken outside Qatar with respect to this Contract, local insurance in Qatar shall be arranged and effected with any one of the following approved Qatari Insurance Companies offering the most favourable cover and premiums:

- a) the Qatar Insurance Company;
- b) the Qatar General Insurance and Reinsurance Company;
- c) Al Khaleej Insurance Company;
- d) Doha Insurance Company;
- e) SEIB Insurance & Reinsurance Company LLC;
- f) Qatar Islamic Insurance Company (QIIC); and
- g) any other Qatari Insurance Company that is approved in the future.

All expenses costs in taking out this are deemed to be included in the fee payable as given on the Form of Agreement.

Prior to the commencement of the services the Consultants shall submit written evidence that the Insurance Policy covers the following:

- a) all deductibles applicable to Consultant insurances with or without the specific consent of the Authority shall be for the account of the Consultant;
- b) Consultant insurance policies shall include a clause to the effect that the Insurer(s) shall waive their right(s) of subrogation against the Authority. Consultant insurance policies shall also include a clause to the effect that the Insurer agrees not to alter by deletion or addition any of the general or special terms, insured sums, limit of liability or deductible unless a written consent to do so is obtained from the Authority;
- c) Consultant shall be required to produce to the Authority the policies of insurance or insurance certificates in lieu but with prior permission of the Authority, cover notes and the receipts for payment for the current premium within two (2) days from the date of the Notice to Sign Agreement but before commencement of any Works under the Contract. Policy Endorsements are not an acceptable proof for policy renewal. Each policy renewal shall be evidenced by a new policy document or a certificate of insurance. If Consultant fails to effect or keep in force the insurance provided for in this Appendix 'A' or any such insurance which it may be required to effect under the terms of the Contract then the Authority may effect and keep in force any such insurance and pay the premium(s) as may be necessary for that purpose and from time to time deduct the amount so paid by the Authority as aforesaid from any monies due or which may become due to Consultant or recover them as a debt due from the Consultant; and
- d) notwithstanding anything set forth herein, approval by the Authority of any insurer or terms of insurance proposed by Consultant shall not relieve not limit Consultant of any obligation or liability under or arising from this Contract or generally at law.