

Uttar Pradesh Power Distribution Rehabilitation Project

**Terms of Reference
For Engagement of Project Management Agency (PMA)**

Paschimanchal Vidyut Vitaran Nigam Ltd. (PVVNL)

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Part-I Background

1.0 Project Background

- 1.1. Project: The Uttar Pradesh Power Distribution Rehabilitation Project is co-financed by ADB and the Government of Uttar Pradesh. The scope of the Project includes rehabilitating the existing low voltage distribution networks in rural areas by replacing bare conductor LT distribution lines with aerial bunched cables (**AB Cabling**) and (b) constructing new 11 kV feeders and associated works for separation of agricultural consumers (**Feeder separation**).
- 1.2. The primary objectives of the project are; reduction of technical and commercial losses, conservation of energy and improvement of reliability and quality of supply provided in rural areas. Further value addition is provided through improved maintainability and reduced life cycle costs of the electricity distribution networks in rural areas.
- 1.3. The project will be implemented in demarcated areas of Purvanchal Vidyut Vitran Nigam Ltd (PuVVNL), Madhyanchal Vidyut Vitatan Nigam Ltd.(MVVNL), Paschimanchal Vidyut Vitaran Nigam Ltd.(PVVNL) & Dakshinanchal Vidyut Vitaran Nigam Ltd.(DVVNL). All these DISCOMs are collectively referred to as “DISCOM” hereinafter, which are subsidiary companies of Uttar Pradesh Power Corporation Limited (UPPCL) responsible for electricity distribution within the Indian state of Uttar Pradesh.
- 1.4. The scope of the project to be implemented in respective DISCOM areas are as follows;

Table 1 : Project Implementation Scope by DISCOM

#	DISCOM	Implementation Scope	
		Feeder Separation	AB Cabling
1	Purvanchal Vidyut Vitran Nigam Ltd (PuVVNL)	-	✓
2	Madhyanchal Vidyut Vitatan Nigam Ltd.(MVVNL)	-	✓
3	Paschimanchal Vidyut Vitaram Nigam Ltd.(PVVNL)	✓	-
4	Dakshinanchal Vidyut Vitaran Nigam Ltd.(DVVNL)	✓	-

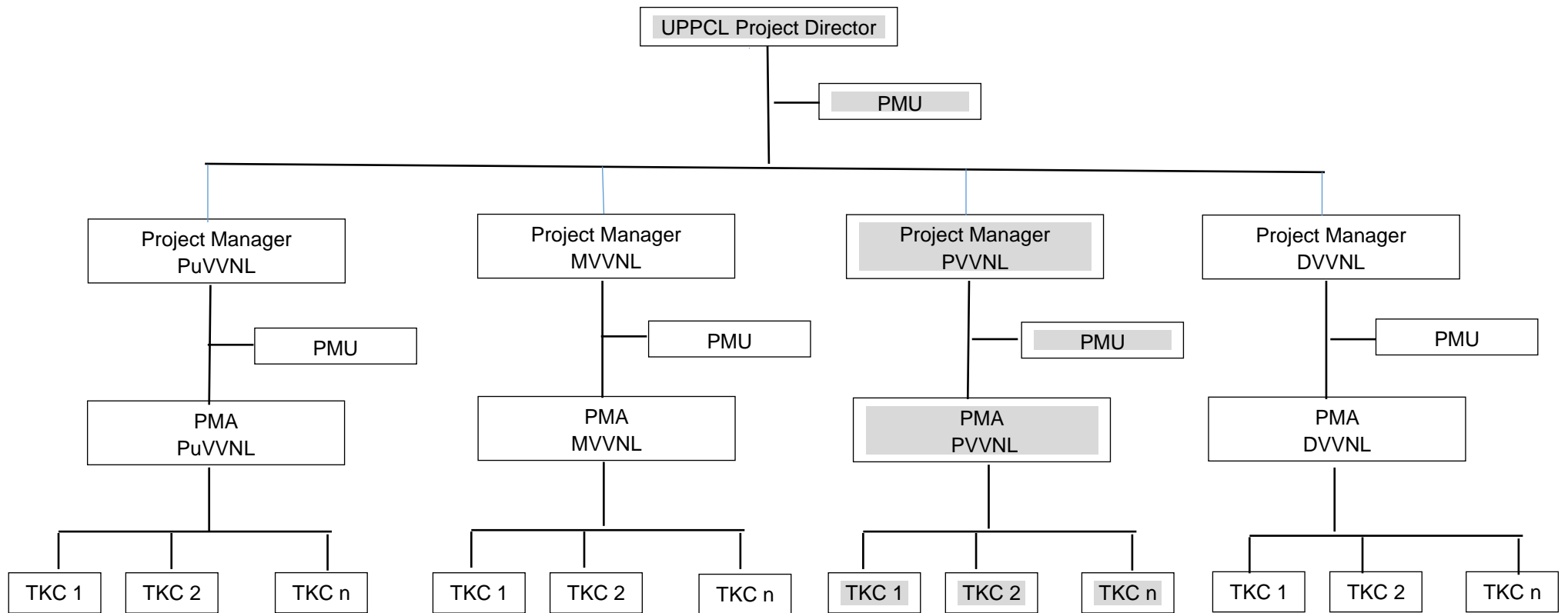
- 1.5. Project implementation work will be carried out in each DISCOM area as mentioned above. Each DISCOM will be responsible implementation of the project scope within its demarcation and this responsibility is assigned to the Project Manager appointed by the DISCOM.

- 1.6. The bid packages for providing turn-key contracting services for implementation of project scope will be arranged according to **zones**. Each zone consists of several administrative districts and **turn-key contractors (TKC)** will be appointed for each Zone for implementation of the project scope described above.
- 1.7. This TOR relates to engagement of PMA for project implementation activities in **Paschimanchal Vidyut Vitaran Nigam Ltd. (PVVNL) DISCOM**. Information relating to structure of project implementation (packages) for PVVNL is given below. One TKC will be appointed for each zone. Feeder separation work will be carried out by the TKCs accordingly in PVVNL.

#	Zone	Tender Packages	Districts
1	Merrut	1	Merrut & Baghpat
2	Ghaziabad	1	Ghaziabad & Hapur
3	Ghaziabad	1	Bulandshahar
4	Noida	1	Gautam Buddh Nagar
5	Saharanpur	1	Saharanpur, Muzzafarpur, Shamli
6	Moradabad	1	Moradabad, Sambhal, JP Nagar, Rampur & Bijnor

- 1.8. UPPCL will be responsible for management of overall project in all four DISCOMs which will be handled by the Project Director appointed by UPPCL. The Project Director will be assisted by the **Project Management Unit (PMU)** established at UPPCL and at DISCOM level for planning and monitoring of overall project implementation activities and providing necessary project management services.
- 1.9. A Project Manager will be appointed to manage project implementation activities in PVVNL. Services of **Project Management Agency (PMA)** are required to assist Project Manager (PM) in providing complete project management services as described in Part-II.
- 1.10. The administrative structure of the overall project shall be as indicated in Fig 1.

Fig 1 : Project Administration Structure



PMU – Project Management Unit, PMA – Project Management Agency, TKC – Turn Key Contractor

Part – II Required Consulting Services

2.0 Scope of Services and Tasks

The scope of services of the PMA relate to providing complete Project Management services for implementation of the Project at all stages from planning, implementation, testing and commissioning, handover and closure. PMA is also required to take responsibility in establishing UPPCL Project Management System (PMS), Quality Assurance and Evaluation Mechanism (QAM) for implementation of the Project.

The services shall include but not limited to the following specific tasks;

- Project Planning
- Site survey verification
- Approval of network and line designs
- Forms and formats for PMS
- Approval of drawings and specifications
- Coordination of Project procurement process
- Supervision of implementation works
- Variation management process
- Certification of work completion / handing over
- Web Portal Inputs
- Progress monitoring
- Contracts management
- Financial Management

2.1. Project Planning

The PMA is required to plan project activities to ensure that implementation works are carried out by the TKCs in a smooth and effective manner and ensuring timely completion of works.

TKCs are required provide proposed implementation program for respective Contracts and other project planning schedules as applicable. PMA is required to review and recommend approval of proposed implementation programs submitted by TKCs taking into consideration of overall project requirements and availability of resources. PMA shall note that DISCOMs are also implementing AB cabling works separately using local funds allocated by UPPCL hence shall ensure there are no overlapping of such works in a given district at the same time.

PMA shall also prepare an overall implementation program (Gantt Chart) for the DISCOM combining the programs submitted by each TKC. The approved implementation programs will be used as the basis for progress monitoring and resource allocations.

2.2. Site Survey Verifications

The TKCs are required to carry out site survey for respective works and prepare survey information schedules, updated Bills of Quantities (BOQs) and cost estimates according to requirements specified in the Contracts.

PMA is required to review and recommend approval of these documents submitted by the TKCs which is a prerequisite for commencement of the implementation works at respective sites. PMU is also required physically verify site survey reports on sample basis by making field visits to respective sites to verify the following;

- (i) Proposed works have been identified according to requirements specified in the scope of works and technical specifications.
- (ii) Accuracy of quantities based on approximate measurements (subject to final measurements upon completion of works).

If any changes are required the PMA shall notify the TKC to submit revised schedules for approval.

At least **10%** of the sites are expected to be physically verified by the PMA in this respect.

2.3. Approval of Network and Line Designs

For **feeder separation** work, TKCs are required to carry out route survey and provide single line diagrams and cost estimates for proposed new lines as per technical specifications which should be reviewed by the PMA and recommend for approval.

2.4. Forms and formats for PMS

As per proposed **Project Management System (PMS)** to be established for implementation of the Project, TKCs are required to provide various submittals in electronic and written form for approval and information of the PM. PMA is also required to design various forms and formats for carrying out project management activities such as supervision, verification, measurements, quality monitoring, payment certifications, handing over and progress reporting etc. PMA is required to design such forms and formats in consultation with the PMU and as directed by the PM. Where necessary PMA is also required to modify any existing forms and formats in accordance with the project requirements.

2.5. Approval of Drawings, Specifications and Test Reports

The TKCs are required to submit detailed drawings for implementation works. Further TKCs shall submit technical specifications for any equipment / material not approved during the bidding stage. PMA is required to review all such drawings, specifications and

Guaranteed Technical Particulars (GTPs) submitted by TKCs to ensure compliance to technical specifications and recommend approval to the PM.

2.6. Approval of test reports

All type and acceptance test reports submitted by the TKCs shall be reviewed by the PMA and recommend for approval by the PM. In this process PMA shall ensure that ;

- (a) type tests have been carried out at approved test laboratories that possess accreditation requirements given in technical specifications
- (b) Test samples correspond to offered types / models
- (c) Tests have been carried out as per specified standards
- (d) Test results are satisfactory as per specified standard

2.7. Coordination of Project procurement process

TKCs are responsible for procurement and supply of all equipment / materials for implementation works. PMA shall closely coordinate with the TKCs to ensure procurement and material management activities are carried out in compliance with the requirements specified in the Contracts. The PMA's responsibility in this respect shall include the following;

- Ensure approvals for manufacture / supply of all items are provided in a timely manner upon review of technical specifications, GTPs, technical literature, samples, manufacturer's qualifications and test reports. Arrange factory inspections if required.
- Track procurement and supply process in coordination with the TKCs and maintain updated information with respect to inspection and test schedules, dispatch schedules etc for all key items of supply.
- Arrange pre-dispatch inspections and witness of acceptance tests in coordination with DISCOM and TKCs. Also arrange third party inspections as required in coordination with the PM, TKC and Third Party Inspection Agency (TPIA). Provide technical support to carry out inspections upon request of the PM.
- Inspect TKC storage facilities and ensure that all items are stored in accordance with the specified requirements.

2.8. Supervision of Implementation Works

The PMA shall carry out site visits during implementation and verify the following;

- Work is carried out according to work specifications provided in the technical specifications and as per approved drawings.
- Approved materials are used for execution of works.
- Proper equipment are used for execution of works.
- Acceptable quality of materials and workmanship in accordance with the Project Quality Assurance (QAM) requirements.
- Specific works such as stringing of cables are carried out by skilled personnel.
- Occupational health and safety measures are implemented by TKC as per approved safety plan. Any serious safety non-compliances shall be recorded

with recommended corrective actions which should be directly communicated with TKC safety officer / engineer.

The observations of PMA during site visits shall be documented in Site Observation Report (SOR). Following course of action shall be implemented in this respect;

- SOR should include information on any non-compliances, omissions, defects and proposed corrective / remedial action with specified time frame.
- The PMA shall follow-up and obtain written confirmation from TKC regarding implementation of corrective actions and rectification defects.
- PMA may re-visit site if required to verify implementation of corrective / remedial action.
- SOR status shall be kept 'pending' until all remedial actions are implemented. Payments to TKC relating to respective works shall not be processed until closure of relevant SORs.
- In case of serious non-compliances and delay in rectification of remedial actions PMA shall prepare **Warning Letters** to be issued to TKC by the PM.
- PMA may also prepare **Advisory Notices** to be issued to TKCs based on the lessons learnt during site observations so that these issues will not be repeated in other sites.

PMA is required to carry out site observation visits on sample basis covering at least **15%** of the sites under scope of work for each TKC.

2.9. Implementation of QAM

PMA, in coordination with the DISCOM and TKCs shall be responsible to implement Quality Assurance and Evaluation Mechanism (QAM) for implementation of the Project. QAM objectives and measures to be implemented in this respect are provided in the table below.

Table 2: QAM Objectives and Measures

Scope	QAM Objective	QAM Measures
Procurement and Supply	<ul style="list-style-type: none"> • All plant, equipment and materials are supplied in accordance with the technical specifications and drawings. • Any deviations from the above are declared and approved. • The subcontractors / manufacturers possess required qualifications and experience as per specified requirements including licenses. • Type testing requirements as per technical specifications are fully complied. • Acceptance and routine tests are carried out as per specifications during the manufacturing process. • All items supplied conform to the 	<ul style="list-style-type: none"> • Verification of qualifications of the subcontractor / manufacturer for supply of plant / equipment and materials. Factory inspections may be conducted if required. • Verification of material data, specifications, drawings and samples submitted by the Contractor including GTPs. • Verification of type test reports including qualifications of the test laboratory, completeness and acceptance of the type test reports. • Witnessing acceptance tests carried out by the subcontractor / manufacturer. • Carrying out pre-dispatch

Scope	QAM Objective	QAM Measures
	<p>guaranteed technical data provided in GTPs.</p> <ul style="list-style-type: none"> • All items are packed and transported as per requirements of technical specifications. • All items are stored in accordance with specified requirements. 	<p>inspections for all key items.</p> <ul style="list-style-type: none"> • Inspection of storage facilities of the Contractor.
Site Survey and design	<ul style="list-style-type: none"> • Proposed network constructions and rehabilitations are planned, designed and implemented as per technical specifications and design guidelines. 	<ul style="list-style-type: none"> • Verification of survey and design submittals by the Contractor for compliance with the technical specifications and design guidelines. • Carry out site inspections to verify accuracy of survey info. and BOQs on sample basis. • Upon implementation conduct field verifications to confirm installation works are carried out as per designs which may include visual inspections and load readings.
Implementation Works	<ul style="list-style-type: none"> • All erection / installation works are carried out in full complacence with the specifications including requirements specified in scope of works, technical specifications and drawings. • All items installed at site are approved materials complying with the specifications. • All Installations are carried out following proper technical procedures including correct tensioning of cables, proper jointing / connections / terminations and using proper equipment and tools. • Workmanship of installations are of acceptable quality. • All pre-commissioning and commissioning tests are carried out upon installation and are acceptable. • All works are approved for hand-over and acceptance. 	<ul style="list-style-type: none"> • Carry out filed inspections on sample basis during implementation to verify works are carried out in compliance to technical specifications and acceptable quality of workmanship. • Issue Site Observation Reports (SOR) and follow-up with the Contractor implementation of any remedial actions. • Issue Warning Letters for any serious non-compliances and Advisory Notices • Review Contractors notice of work completion including commissioning test reports for compliance to technical requirements. • Upon completion, carry out joint inspections together with the DISCOM staff and Contractor for final measurements and quality inspections. • Ensure all defects / punch list items are cleared by the Contractor prior to hand over and issuance of Completion Certificate. • Follow-up any on technical issues for corrective action during defects liability period.

PMA in coordination with the PM shall be responsible to implement necessary procedures and systems to ensure above QAM measures are implemented during Project implementation in order to accomplish QAM objectives mentioned above.

2.10. Variation Management

The PMA shall review any Change Order Proposal made by TKCs during implementation to verify the following;

- Reasons and justifications for proposed variations to scope of works / BOQs.
- Accuracy of cost estimates for change order requests
- Impact on overall Contract Price.
- Other alternatives to address proposed variations at lower costs
- Physical verifications by field visits as required. (for high value variations)

PMA may recommend issuance of Change Order to the PM along with the information of above review process.

Change Orders shall be issued in relation to a specific site / job number.

2.11. Certification of Work Completion / Handing Over

When TKC issues notification of works completion for a given job / site PMA shall arrange joint inspection together with representative of DISCOM and TKC. During the joint inspection following shall be verified;

- Measurement of quantities of completed work.
- If measured quantities are different from approved BOQ and Change Orders the measured quantities shall be agreed with the TKC and same shall be indicated in the joint measurement certificate.
- Confirm the following during inspection ;
 - (A) All works are carried out according to technical specifications and drawings.
 - (B) Approved materials have been used
 - (C) All commissioning tests have been carried out and passed.
 - (D) Quality of workmanship is acceptable.
 - (F) All recovered / scarp materials have been handed over to DISCOM stores.
 - (G) All areas are clean and free of any leftover materials.
 - (H) Operation of all networks are restored.

PMA shall prepare Joint Measurement Certificate and Site Observation Report based on joint inspections to be signed by all parties. Any defects / non-conformities and quality issues shall be documented in above reports.

Upon joint inspection and all parties being satisfied that works have been implemented in compliance to technical specifications and any other requirements of the Contract, PMA shall prepare **Completion Certificate** or **Operational Acceptance Certificate** as

applicable to be issued by the Project Manager. List of defects / snags to be cleared by the TKC shall also be included.

PMA shall follow up with TKC for cleanse of all defects / snags and arrange hand over of the site to the DISCOM.

2.12. Web Portal Inputs

A project web portal will be established by the UPPCL / Project Management Unit (PMU) for effective management of project implementation activities. Most of the project processors including QAM, approvals, submittals and progress monitoring will be carried out online through the project web portal. The PMA is required to make use of the project web portal as instructed by the Project Manager including provision of necessary inputs and submittals and updating project information.

2.13. Progress Monitoring

The PMA shall monitor progress of project implementation activities based on the combined Project Implementation Program for all TKCs approved by the PM. PMA shall prepare progress reports every month with respect to individual and combined contracts.

The progress report shall be in a form acceptable to the Project Manager and shall indicate: (a) percentage work completion compared with the planned percentage completion for each activity; and (b) where any activity is behind the program, giving comments and likely consequences and stating the corrective action being taken. PMA shall follow up with TKCs if any activity is behind the program and arrange to issue Warning Letters / Notices to TKCs as required.

2.14. Contract Management

PMA shall provide required inputs and assistance to the Project Manager for management of TKC contracts. This will include but not limited to progress monitoring, processing of payments, resolution of disputes, clarifications on contractual requirements, arranging monthly meetings, coordination with authorities for processing of clearances and approvals, reports on project activities to UPPCL/ ADB and Government Agencies, prepare information for auditing and maintaining project documentation.

2.15. Financial Management

The Financial Management Specialist of PMA shall assist and support the IA in various areas relating to payment and accounting for the ADB project including the tasks listed below:

- i. Establishing an appropriate financial accounting and control system and administering the loan in accordance with ADB's disbursement guidelines;
- ii. Establishing systems for smooth and timely funds flow from ADB/ Government to contractors; and

- iii. Developing and implementing procedures for timely payments to the contractors and monitoring for compliance.
- iv. Reviewing overall procurement contracts progress;
- v. Review and check the requests for payments received from contractors and suppliers;
- vi. Review transactions on sample basis for ensuring that reported expenditure is backed by adequate and genuine documentation;
- vii. Review of expenditure for the project from funds set aside as contingency and certify the reasonableness of the same;
- viii. Review the progress of the project implementation including checking that budgets are adequate, checking expenditure against budget and identifying issues of concern;
- ix. Ensure that the accounting module of the project management software continues to function adequately and the required accounting statements for the project are generated periodically and financial controls have operated satisfactorily;
- x. Ensuring accurate and timely submissions of all required financial reports to the IA and
- xi. ADB including submission of Audited Project Financial Statement to ADB;
- xii. Develop an Accounts Manual (do's & don'ts) for the project;
- xiii. Attending periodic project review meetings to assess the progress and to review the IA's presentation of problem areas;
- xiv. Analyze matters reported in audit reports and observations made and suggest actions to be taken and by whom.

Part III: Expertise, Qualifications and Remuneration

3.1. Eligibility Criteria for Consulting Firm

- (a) The bidder should be a reputed consulting firm with high degree of technical and financial capability to handhold the project Management services.
- (b) A bidder can be a sole agency/individual firm.
- (c) The bidder must have experience in at least one completed project in last 5 years having cost of Rs 200 Crore or higher as Project Management Consultant / Quality Management /Third Party Independent Evaluation Agency of State or Central Govt. PSUs/ Corporation/ Departments in India, directly/in Joint Venture/ in Partnership/ through Sub-Contracting for Electrical Power Distribution works. Completion certificate for the same from the respective organizations shall be submitted to claim the experience.
- (d) The bidder should have a minimum average annual turnover (MAAT) of Rs 100 crore (Hundred Crore) from consulting business in best three out of last five financial years. Audited annual accounts of the firm shall be submitted along with the bid as a proof for the same.
- (e) The bidder should have liquid assets and or access to or availability of credit facilities of minimum Rs 5 Crore and net worth of the bidder in last 3 financial years should be positive.
- (f) The participating firm should not be blacklisted/debarred by Asian Development Bank (ADB)/ any Government department/Organization/ World Bank or any public limited company. An affidavit has to be submitted by the bidder to that effect.
- (g) The PMA appointed for Project Management services for this project will not be eligible to participate in the tenders floated for appointment of PMU or turnkey contractor for this project.

3.2. Key Experts

The required team composition and allocation of **key experts** to be engaged by the PMA as a minimum is provided in **Table 1**.

Note: Employer reserves the right to increase or decrease the manpower per districts or shift manpower from one Division/Districts/Circle to another Division/Districts/ Circle as per work requirement on same terms and conditions.

The consulting firm shall ensure the adequacy of staff strength (expertise, numbers and duration) for completion of respective tasks within stipulated time frame. The Consultant may avail the option of proposing additional manpower resources if required under non-key experts / staff.

3.3. Non-Key Experts / Staffs

In addition to the above mandatory key experts, bidder may propose non-key experts to ensure all aspects of the work can be undertaken as specified in the scope of services. All non-key experts shall have adequate qualifications and relevant experience for proposed role. This should be in addition to non-key experts already indicated in Table 1.

3.4. Period of Engagement

The services of PMA will be engaged based on a time-based contract for a period of **36 months**. This period may be curtailed or extended as per Project requirement.

3.5. Minimum Qualifications and Expected Roles of Key Experts

Minimum qualifications for key and non-key experts are provided below. Key roles are provided for indicative purpose only and actual work shall not be limited to the same.

Expert	Minimum Qualifications	Key Roles
Team Leader	<p>Degree in electrical engineering from a recognized university and professional qualifications with over 15 years of experience in the power sector.</p> <p>Post-graduate qualifications in management / engineering will be an added qualification.</p> <p>Relevant experience in power utilities and in the electricity distribution projects is required.</p> <p>Should have supervised at least two projects of similar scale in the capacity of team leader or similar. Proven project management, reporting, communication, and social skills.</p>	<p>Lead PMA team for implementation of all tasks, coordination with PM, TKCs and other authorities, Project planning and progress monitoring, contract management support</p>
Deputy Team Leader	<p>Degree in electrical engineering from a recognized university and professional qualifications with over 15 years of experience in the power sector.</p> <p>Post-graduate qualifications in management / engineering will be an added qualification.</p> <p>Relevant experience in power utilities and in the electricity distribution projects is required.</p> <p>Should have supervised at least two projects of similar scale in the capacity of team leader or similar. Proven project management, reporting, communication, and social skills.</p>	<p>Overall responsibility for liaison with TKCs, follow up on procurement activities, providing approvals for drawings, designs, technical specifications, QAM implementation, progress monitoring, management of PMA staff including preparation of forms and formats for PMS in addition to above.</p>
Technical Lead cum IT expert	<p>Degree in electrical/electronic engineering from a recognized university and professional qualifications with over 8</p>	<p>Overall responsibility for liaison with TKCs, follow up on procurement activities, providing approvals for</p>

Expert	Minimum Qualifications	Key Roles
	years of experience in the power sector. Relevant experience in power utilities and in the electricity distribution projects is required. Sound knowledge and experience in electricity distribution network planning, construction and material specifications. Should have experience in at least two projects of similar scale in similar capacity.	drawings, designs, technical specifications, QAM implementation, progress monitoring, management of PMA staff and providing technical inputs at zone level.
Project Engineer	Degree in electrical / electronic engineering from a recognized university and professional qualifications with over 5 years of experience in the power sector. Should have experience in at least two projects of similar scale in similar capacity.	Responsibility at District level for site survey verifications, approval of network designs, supervision of implementation works, QAM implementation, certification of work completion, provide necessary assistance to Technical Manger on all tasks.
Finance Expert	CA/ICWA qualifications with minimum 5 years' experience.	Assist the PM to carry out all financial functions including keeping tract of project finances, maintain financial records, process payments, monitor financial progress and prepare financial reports.
Field Supervisors	NCVT or equivalent trade qualification in an engineering discipline with minimum 2 years' experience in power industry.	Assist Technical Manager / Project Engineer to carry out all field activities including survey verifications, site supervision, QAM implementation and certification of work completion.

3.6. Schedule of Key / Non-Key Experts

The required team composition and durations for PMA experts are indicated in Table 1.

Table 1: Schedule of Key Experts and Remuneration

#	Expert	Nos	Person-Months	Rate (₹ per person month)	Total with GST ₹
1	2	3	4	5	6 = 4 x 5
Key-Experts					
1	Team leader	1	18		
2	Deputy Team Leader	1	18		
3	Technical Lead cum IT expert (1 for each zone)	6	108		
4	Finance Expert	1	18		

#	Expert	Nos	Person-Months	Rate (₹ per person month)	Total with GST ₹
1	2	3	4	5	6 = 4 x 5
5	Project Engineer (1 for each zone)	6	108		
Non-key Experts					
6	Field Supervisor	40	720		
Total					

Note: The person months mentioned in table above are indicative involvement of the individual experts over an expected period of 36 months and not subject to any change at the bidding stage. After the PMA contracts are awarded, the indicative involvement will be revisited post reassessment of works after final survey by TKC.

The DISCOMS will accordingly request the PMA for adjustment the inputs of individual experts as appropriate and the unit rates quoted at the bidding stage will be used to make the necessary adjustments to the contract price.

3.7. Allocation of Key and Non-Key Experts

Table 2 indicates proposed allocation of PMA resources for each zone.

#	Zone	No of Dist.	Work Scope	PMA Manpower Allocations					
			No of Feeders	Team Leader	Deputy Team Leader	Tech. Lead	Project Eng.	Field Sup.	Finance Expert
1	Meerut	2	53	--	---	1	1	6	
2	Ghaziabad	1	21			1	1	2	
3	Bulandshahar	2	135			1	1	8	
4	Saharanpur	3	115			1	1	10	
5	Moradabad	5	140			1	1	12	
6	Noida	1	20			1	1	2	
	DISCOM office			1	1				1
	Total			1	1	6	6	40	1

3.8. Services, Facilities and Equipment to be provided by the Employer

The Employer shall provide the following to the Consultant without cost for execution of the scope of services;

1. All available documents, drawings, maps, statistics, data and information related to the Project.

2. Counterparts of PMU (Project Management Unit) to participate in the consultant's activities, and
3. All necessary permits, recommendation and authorization for carrying out the construction work.
4. Office space at DISCOM office subject to availability.