**PROCUREMENT OF SMALL WORKS UNDER**

NATIONAL COMPETITIVE BIDDING PROCEDURES

**[to be used for contracts valued less than US$ 1 million]**

**(One-Envelope Bidding Process with e-Procurement)**

**August 2018**

GOVERNMENT OF ........................

...........................................PROJECT

INVITATIONS FOR BIDS (IFB)

**E-Procurement Notice**

**(One Envelope Bidding Process with e-Procurement)**

**NATIONAL COMPETITIVE BIDDING**

# FOR SMALL WORKS

Date:

Bid No.:

1. The Government of India has received a credit from the International Development Association / loan from the International Bank for Reconstruction & Development towards the cost of .................................. Project and intends to apply a part of the funds to cover eligible payments under the contracts for construction of works as detailed below. Bidding is open to all bidders from eligible source countries as defined in the *IBRD Guidelines for Procurement.* Bidders from India should, however, be registered with the Government of ......... or other State Governments/Government of India, or State/Central Government Undertakings. **Bidders are advised to note the minimum qualification criteria specified in Clause 3 of the Instructions to Bidders to qualify for the award of the contract.** In addition, please refer to paragraphs 1.6 and 1.7 of the World Bank’s Guidelines setting forth the World Bank’s policy on conflict of interest.

2. The .................................... (Implementing Agency) invites online bids for the construction of works detailed below in the table. The bidders may submit bids for any or all of the works indicated therein.

3. Bidding documents are available online on …………… (website) from ...........to.......... (dates), for a non-refundable fee as indicated, in the form of cash or Demand Draft on any Scheduled bank payable at................ in favour of...... ................... (Demand draft is to be submitted subsequently as per the procedure described in paragraph 7 below). Bidders will be required to register on the website, which is free of cost. The bidders would be responsible for ensuring that any addenda available on the website is also downloaded and incorporated.

4. For submission of the bid, the bidder is required to have Digital Signature Certificate (DSC) from one of the Certifying Authorities authorised by Government of India for issuing DSC. Aspiring bidders who have not obtained the user ID and password for participating in e-procurement in this Project, may obtain the same from the website ……………... A non-refundable fee of Rs…… (inclusive of tax) is required to be paid (to be submitted along with other documents listed in paragraph 7 below) before the opening of the bid i.e. before <date>. The mode of payment shall be in the form of DD drawn in favour of …………………., payable at ………, from any scheduled Bank.

5. Bids must be accompanied by a bid security of the amount specified for the work in the table below, drawn in favour of ………… Bid security will have to be in any one of the forms as specified in the bidding document and shall have to be valid for 45 days beyond the validity of the bid. Bids should be valid for 45 days after the deadline date specified for submission. Procedure for submission of bid security is described in Para 7.

6. Bids must be submitted online on ....................... (website) on or before.........hours on ............. (date) and will be publicly opened online on the same day at ........... hours, in the presence of the bidders who wish to attend. Any bid or modifications to bid (including discount) received outside e-procurement system will not be considered. If the office happens to be closed on the date of opening of the bids as specified, the bids will be opened on the next working day at the same time and venue. The electronic bidding system would not allow any late submission of bids.

7. The bidders are required to submit (a) original demand drafts towards the cost of bidding document and registration on e-procurement website (if not previously registered); and (b) original bid security in approved form with ……………… (insert name and complete address) before the opening of the Bids i.e. before <date>, either by registered post/speed post/courier or by hand, failing which the bids will be declared non-responsive and will not be opened.

8. The Employer shall not be held liable for any delays due to system failure beyond its control. Even though the system will attempt to notify the bidders of any bid updates, The Employer shall not be liable for any information not received by the bidder. It is the bidders’ responsibility to verify the website for the latest information related to this bid.

9. Other details can be seen in the bidding documents.

# TABLE

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Package**  **No.** | **Name of work** | **Bid Security (Rs.)** | **Cost of document**  **(Rs.)** | | **Period of completion** | |
|  |  |  |  | |  | |
|  |  |  |  |  | |
|  |  |  |  |  | |

## Seal of office

(Employer)

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Tel. No: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Fax No. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Instructions to Bidders**

# SECTION - A

**1. Scope of Works**

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Employer) invites bids for the construction of works as detailed in the table given below

|  |  |  |
| --- | --- | --- |
| Brief Description  of the Works | Approximate value  of Works (Rs.) | Period of Completion |
|  |  |  |

The successful bidder will be expected to complete the works by the intended completion date specified above.

**2.** **Qualification of the bidder**: The bidder shall provide qualification information which shall include:-

1. total monetary value of construction works performed for each year of the last 3 years;
2. Report on his financial standing; and
3. Details of any litigation, current or during the last 3 years in which the bidder is involved, the parties concerned and disputed amount or awards in each case.

**3. To qualify for award of the contract, the bidder**:-

(a) should have satisfactorily completed as a prime contractor at least one similar work of value not less than Rs. ………….. # in the last three years;

(# approx. 80% of the value of the work)

(b) should have achieved in at least one year an annual financial turnover (in civil engineering construction works of similar nature only) of value not less than Rs ……… @ in the last three years;

(@ usually twice the value of this work)

(c)\* should possess valid electrical license for executing building electrification works (in the event of the works being sub - contracted, the sub-contractor should have the necessary license);

(d)\* should possess required valid license for executing the water supply/sanitary works (in the event of the works being sub-contracted, the sub-contractor should have the necessary license);

*(\* Delete whichever is inapplicable.)*

(e) should not have been debarred (or dealings suspended) on the date of bid opening by the Central/State Governments/undertakings or by the World Bank Group.

(f) no contract should have been suspended or terminated and/or performance security called by an employer(s) for reasons related to Environmental, Social, Health, or Safety (ESHS) performance in the past five years.

(g) availability of liquid assets and/or credit facilities, net of other contractual commitments and exclusive of any advance payments which may be made under the Contract, of not less than Rs ……… ##

(## Credit lines/letter of credit/certificates from Banks for meeting the funds requirement etc.- usually the equivalent of the estimated cash flow for 3 months in peak construction period)

**3.1 Eligibility - Conflict of Interest\***

Any Bidder found to have a conflict of interest shall be disqualified. A Bidder may be considered to have a conflict of interest for the purpose of this bidding process, if the Bidder:

* + 1. directly or indirectly controls, is controlled by or is under common control with another Bidder; or
    2. receives or has received any direct or indirect subsidy from another Bidder; or
    3. has the same legal representative as another Bidder; or
    4. has a relationship with another Bidder, directly or through common third parties, that puts it in a position to influence the bid of another Bidder, or influence the decisions of the Employer regarding this bidding process; or
    5. any of its affiliates has been hired (or is proposed to be hired) by the Employer or Borrower as Engineer for the Contract implementation;
    6. has a close business or family relationship with the concerned professional staff of the project implementing agency.

(\* for further details refer to Procurement Guidelines Clauses 1.6 to 1.8)

**4**. **Bid Price**

1. The contract shall be for the whole works as described in drawings and technical specifications. Corrections, if any, can be carried out by editing the information before electronic submission on e-procurement portal.
2. All duties, taxes and other levies payable by the contractor under the contract shall be included in the total price.
3. The rates quoted by the bidder shall be fixed for the duration of the contract and shall not be subject to adjustment on any account.
4. The Bidder shall fill in the prices for the Works in conformity with the Bidding Documents, both in figures and words.

**5.** **Submission of Bids**

**5.1** The bidder is advised to visit the site of works at his own expense and obtain all information that may be necessary for preparing the bid.

**5.2** Each bidder shall submit only one bid. Bidders should not contact other competing bidders in matters relating to this bid.

**5.3** The set of bidding documents comprise of the following:

i. Layout Drawings of the works;

ii. Structural Details;

iii. Technical Specifications;

iv. Instructions to Bidders; and

v. Draft Contract Agreement format which will be used for finalizing the agreement for this Contract.

**5.4** The e-procurement system provides for online clarifications. Clarifications requested through any other mode shall not be considered by the Employer. Response of the Employer including a description of the inquiry, but without identifying its source, shall be uploaded on the e-procurement portal for information of all Bidders. It is the bidder’s responsibility to check on the e- procurement portal, for any clarifications or amendments to the bidding documents.

**5.5** The bid submitted by the bidder shall comprise the following:-

(a) Bid in the format given in Section B.

(b) Qualification information form given in Section B duly completed.

(c) Bidder’s confirmation to comply with (i) the applicable Laws/ Rules/ Regulations for protection of environment, public health and safety; (ii) the regulatory authority conditions (if any) attached to any permits or approvals for the project; and (iii) the Environmental, Social, Health and Safety (ESHS) Management Strategies and Implementation Plan and ESHS Code of Conduct, (if any prescribed by the Employer[[1]](#footnote-1)), that will apply to its employees and all subcontractors.

(d) Bid Security, in original form for the amount\*\* ………., in one of the following forms:

* A bank guarantee issued by a nationalized/scheduled bank located in India in the form given in Section B; or
* Certified cheque or Bank draft payable to ……………… (please specify).
* Fixed Deposit/Time Deposit certificates issued by a Nationalized or Scheduled Bank located in India for equivalent or higher values are acceptable provided it is pledged in favour of …………., and such pledging has been noted and suitably endorsed by the bank issuing the deposit certificate**.**
* Any other security ………… (please specify)

(\*\* insert suitable amount usually between 1 to 3% of estimated value of works)

**5.6** The Letter of Bid and all documents listed in Clause 5.5, shall be prepared using the relevant forms. The forms must be completed without any alterations to the text, and no substitutes shall be accepted. For this purpose, the bidders shall fill up online, the forms that are available for online filling on the e-procurement portal. The rest of the forms shall be download by the bidders and filled up. The filled up pages shall then be scanned and uploaded on the e-procurement portal along with the scanned copies of the supporting documents.

**5.7** Bids shall be submitted online on the e-procurement system. Detailed guidelines for viewing bids and submission of online bids are given on the website. However, the bidder is required to have enrolment/registration in the website and should have valid Digital Signature Certificate (DSC) in the form of smart card/e-token obtained from any certifying agency authorised by the Government of India for class of DSC …… (insert class of DSC). The bidder should register in the website using the relevant option. Then the Digital Signature registration has to be done with the e-token, after logging into the website. The bidder can then login the website through the secured login by entering the password of the e-token & the user id/ password chosen during registration. After getting the bidding documents, the Bidder should go through them carefully and submit the specified documents and copies of requisite certificates as mentioned in different sections of the bidding documents alongwith the bid, otherwise the bid will be rejected.

**5.8** All the documents are required to be signed digitally by the bidder. After electronic online bid submission, the system generates a unique bid identification number which is time stamped as per server time. This shall be treated as acknowledgement of bid submission.

**5.9** Bids must be uploaded online no later than the time and date given in the Invitation for Bids. The e-procurement system would not allow any late submission of bids after due date & time as per server time.

**6.** **Validity of** **Bid**

Bid shall remain valid for a period not less than 45 days after the deadline date specified for submission. If a Bidder withdraws/modifies/substitutes its bid during the period of bid validity specified by the Bidder on the Letter of Bid, the Bid Security may be forfeited.

**7.** **Public Opening of Bids**

Bids will be publicly opened online in the presence of bidders or their representatives who choose to attend on the date and time given in the Invitation for Bids, and at …………. (the place), and this could also be viewed by the bidders online.

**8.** **Information** relating to evaluation of bids and recommendations for the award of contract shall not be disclosed to bidders or any other persons not officially concerned with the process until the award to the successful bidder is announced.

**9.** **Evaluation of Bids**

**9.1 Correction of Arithmetical Errors**

The e-procurement system automatically populates the amount in words from the amount in figures and therefore there is no scope of discrepancy and need for arithmetic correction.

**9.2** The Employer will evaluate and compare the bids determined to be substantially responsive i.e. which

(a) meet the qualification criteria specified in clause 3 above;

(b) are properly signed; and

(c) conform to the terms and conditions, specifications and drawings without material deviations.

**10. Award of contract**

The Employer will award the contract to the bidder whose bid has been determined to be substantially responsive and who has offered the lowest evaluated bid price and who meets the specified qualification criteria.

**10.1** Notwithstanding the above, the Employer reserves the right to accept or reject any bids and to cancel the bidding process and reject all bids at any time prior to the award of contract.

**10.2** The bidder whose bid is accepted will be notified of the award of contract by the Employer prior to expiration of the bid validity period.

**10.3** The Bid security of unsuccessful bidders will be returned as promptly as possible upon the successful Bidder’s signing the contract and furnishing the performance security pursuant to ITB 11.

**11. Performance Security**

Within 15 days of receiving letter of acceptance, the successful bidder shall deliver to the ................. (Employer) the performance security (either a bank guarantee or a bank draft in favour of the Employer) for an amount equivalent of 5% of the contract price. The Performance Security shall be valid until a date 28 days after the date of issue of the Certificate of Completion. Failure of the successful Bidder to furnish performance security and signing the agreement within the period stipulated shall constitute sufficient grounds for annulment of award and forfeiture of the Bid Security, in which case the Employer may make the award to the next lowest evaluated bidder or call for new bids.

**12.** **Defects Liability**:

The “Defects Liability Period” for the work is six months from the date of taking over possession or one full monsoon season whichever occurs later. During this period, the contractor will be responsible for rectifying any defects in construction free of cost to the Employer.

**13.** Supply of all construction materials including cement and steel as per the specifications (ISI certification marked goods wherever available) shall be the responsibility of the contractor.

**14.** **Corrupt and Fraudulent Practices**

The World Bank requires compliance with its policy in regard to corrupt and fraudulent practices as set forth in Section C. In further pursuance of this policy, Bidders shall permit and shall cause its agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers and any personnel thereof, to permit the Bank to inspect all accounts, records and other documents relating to any prequalification process, bid submission, and contract performance (in the case of award), and to have them audited by auditors appointed by the Bank.

.......................

### SECTION - B

1. **Format for Qualification Information.**
2. **Format for Submission of Bid.**

1. **Format of Letter of Acceptance.**

**QUALIFICATION INFORMATION**

**1** **For Individual Bidders**

**1.1** Principal place of business: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Power of attorney of signatory of Bid.

***[Attach copy]***

**1.2** Total value of Civil\*\* Engineering 20\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

construction work performed in the last 20\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

three years (in Rs. Lakhs) 20\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**1.3** Work performed as prime contractor (in the same name) on works of a similar nature over the last three years.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Name** | **Name of Employer** | **Description of work** | **Contract No.** | **Value of contract (Rs. Lakhs)** | **Date of issue of work order** | **Stipulated period of completion** | **Actual date of completion** | **Remarks explaining reasons for delay and work completed** |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

Existing commitments and on-going works:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Description of Work**  **(1)** | **Place & State**  **(2)** | **Contract No. & Date**  **(3)** | **Value of Contract**  **(Rs. Lakh)**  **(4)** | **Stipulated period of completion**  **(5)** | **Value of works\* remaining to be completed**  **(Rs. Lakhs)**  **(6)** | **Anticipated date of completion**  **(7)** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

\* Enclose a certificate from Engineer concerned.

\*\* Modify as appropriate.

**1.4** Proposed subcontracts and firms involved.

|  |  |  |  |
| --- | --- | --- | --- |
| **Sections of the works** | **Value of Sub-contract** | **Sub-contractor (name & address)** | **Experience in similar work** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**1.5** Evidence of access to financial resources to meet the requirement of working capital: cash in hand, lines of credit, etc. List them below and attach copies of supporting documents.

**1.6** Name, address, and telephone, telex, and fax numbers of the Bidders’ bankers who may provide references if contacted by the Employer.

**1.7** Information on litigation history in which the Bidder is involved.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Other party(ies)** | **Employer** | **Cause of dispute** | **Amount involved** | **Remarks showing present status** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**1.8** Contract(s) suspended or terminated and/or Performance Security called by an employer(s) for reasons related to Environmental, Social, Health, or Safety (ESHS) performance during the last five years.

|  |  |  |  |
| --- | --- | --- | --- |
| **Contract(s) suspended or terminated by an Employer(s)** | | | |
| Year | Contract Identification, Name and address of the Employer, and reasons for suspension or termination | Amount of suspended or terminated portion of contract (Rs) | Total Contract Amount (Rs) |
|  |  |  |  |
|  |  |  |  |
| **Performance Security called by an employer(s)** | | | |
| Year | Contract Identification, Name and address of the Employer, and reasons for calling of performance security | | Total Contract Amount (Rs) |
|  |  | |  |
|  |  | |  |

**LETTER OF BID**

\*

Description of the Works:

Date: ……

Invitation for Bid No.: …………………….

To:

Subject : Construction of ....................................................................

.............................................................................................

Sir,

We have no reservations to the Bidding Documents, and offer to execute the Works in conformity with the Bidding Documents in accordance with the Conditions of Contract enclosed therein at a total Fixed Contract Price of –

Rs.\*\* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [in figures]

Rs. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [in words].

This bid and your written acceptance of it shall constitute a binding contract between us. We understand that you are not bound to accept the lowest or any bid you receive.

We hereby certify that we have taken steps to ensure that no person acting for us or on our behalf will engage in bribery or collusive arrangements with competitors.

We also undertake that, in competing for (and, if the award is made to us, in executing) the above contract, we will strictly observe the laws against fraud and corruption in force in India on date namely “Prevention of Corruption Act 1988.”

We hereby confirm that this bid is valid for 45 days as required in Clause 6 of the Instructions to Bidders.

We meet the eligibility requirements and have no conflict of interest in accordance with ITB 3.1

We have not been debarred/removed from approved list (dealings suspended) by the Central or any State Government or by the World Bank Group.

Yours faithfully,

Authorized Signature : Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name & Title of Signatory : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of Bidder : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\* To be filled in by the Employer before issue of the bidding documents.

\*\* To be filled in by the Bidder, together with his particulars at the bottom of this Form.

**LETTER OF ACCEPTANCE**

**CUM NOTICE TO PROCEED WITH THE WORK**

**(LETTERHEAD OF THE EMPLOYER)**

Dated: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

To : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [Name and address of the Contractor]

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dear Sirs,

This is to notify you that your Bid dated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ for execution of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ for the contract price of Rupees \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [amount in words and figures], is hereby accepted by us.

You are hereby requested to furnish performance security for an amount of Rs. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (equivalent to 5% of the contract price) within 15 days of the receipt of the letter. The Performance Security in the form of Bank guarantee or a Bank draft in favour of ..........................(Employer) shall be valid until a date 28 days after the date of issue of the Certificate of Completion i.e. upto \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. Failure to furnish the Performance Security will entail cancellation of the award of contract.

You are also requested to sign the agreement form and proceed with the work not later than \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ under the instructions of the Engineer, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and ensure its completion within the contract period.

With the issuance of this acceptance letter and your furnishing the Performance Security, contract for the above said work stands concluded.

Yours faithfully,

**Authorized Signature**

**Name and title of Signatory**

**Draft Agreement form for**

**Construction through Lump Sum Contract**

**ARTICLES OF AGREEMENT**

**1.** This deed of agreement is made in the form of agreement on \_\_\_\_\_\_\_\_ day \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ month \_\_\_\_\_\_\_\_\_\_\_\_ 20 \_\_\_, between the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Employer) or his authorized representative (hereinafter referred to as the first party) and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Name of the Contractor), S/O \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ resident of \_\_\_\_\_\_\_\_\_\_\_\_\_\_ (hereinafter referred to as the second party), to execute the work of construction of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (hereinafter referred to as works) on the following terms and conditions.

**2. Cost of the Contract**

The total cost of the works (hereinafter referred to as the “total cost”) is Rs. \_\_\_\_ as reflected in Annexure - 1.

**3.1 Payments under the contract:**

Payments to the second party for the construction work will be released by the first party in the following manner:-

|  |  |  |
| --- | --- | --- |
| On signing of agreement | **:** | 10% of the contract price on receipt of unconditional bank guarantee in the format attached@ |
| On reaching plinth level (first stage) | **:** | 25% of the total cost |
| On reaching lintel level (second stage) | **:** | 25% of the total cost |
| On reaching roof level (third stage) | **:** | 25% of the total cost |
| Plastering and completion of whole work (fourth stage) | **:** | 25% of the total cost |

***(The above payment terms have been drafted for construction of school buildings; modify this suitably for other works)***

**3.2** The advance shall be repaid with percentage deductions from the interim payments, commencing with the next Interim Payment at the rate of 15\_percent of the amounts of all Interim Payment Certificates until the advance has been repaid, always provided that the advance shall be completely repaid prior to the expiry of the original time for completion.

@ The Guarantee shall remain effective until the advance payment has been repaid

**3.3** The Employer shall retain (Retention Money) 6% of the amount from each payment due to the Contractor subject to the maximum of 5% of final contract price. Half of the amount retained shall be repaid upon completion of the works, and other half shall be repaid when the Defects Liability Period has passed, and the Engineer has certified that all Defects notified to the Contractor before the end of this period have been corrected. On completion of the whole works the Contractor may substitute the balance retention money with an “on demand” Bank guarantee.

**3.4** Payments at each stage will be made by the first party:

1. on the second party submitting an invoice for an equivalent amount;

(b) on certification of the invoice (except for the first installment) by the engineer nominated by the first party with respect to quality of works in the format in Annexure - 2; and

(c) upon proper and justified utilization of at least 50 % of the previous installment and 100 % of any prior installment.

**4. Notice by Contractor to Engineer**

The second party, on the works reaching each stage of construction, shall issue a notice to the first party or the Engineer nominated by the first party [who is responsible for supervising the contractor, administering the contract, certifying payments due to the contractor, issuing and valuing variations to the contract, awarding extension of time etc.) to visit the site for certification of stage completion. Within 15 days of the receipt of such notice, the first party or the engineer nominated by it, will ensure issue of stage completion certificate after due verification.

**5. Completion time**

The works should be completed in \_\_\_\_\_\_\_\_\_\_\_\_\_ (months/weeks/days) from the date of this Agreement. In exceptional circumstances, the time period stated in this clause may be extended in writing by mutual consent of both the parties.

**6.** If any of the compensation events mentioned below would prevent the work being completed by the intended completion date, the first party will decide on the intended completion date being extended by a suitable period:

1. The first party does not give access to the site or a part thereof by the agreed period.
2. The first party orders a delay or does not issue completed drawings, specifications or instructions for execution of the work on time.
3. Ground conditions are substantially more adverse than could reasonably have been assumed before issue of letter of acceptance and from information provided to second party or from visual inspection of the site.
4. Payments due to the second party are delayed without reason.
5. Certification for stage completion of the work is delayed unreasonably.

**7.** Any willful delay on the part of the second party in completing the construction within the stipulated period will render him liable to pay liquidated damages. @ Rs. \_\_\_\_\_\_\_\_\_\_\_\_ per day which will be deducted from payments due to him. The first party may cancel the contract and take recourse to such other action as deemed appropriate once the total amount of liquidated damages exceeds 5 % of the contract amount.

(@**Note: The amount of liquidated damages per day should be determined at not less than 0.05 % of the contract value of the works and indicated here**).

**8. Duties and responsibilities of the first party**

**8.1** The first party shall be responsible for providing regular and frequent supervision and guidance to the second party for carrying out the works as per specifications. This will include written guidelines and regular site visit of the authorized personnel of the first party, for checking quality of material and construction to ensure that it is as per the norms.

**8.2** The first party shall supply 3 sets of drawings, specifications and guidelines to the second party for the proposed works.

**8.3** Possession of the site will be handed over to the second party within 10 days of signing of the agreement.

**8.4** The Engineer or such other person as may be authorized by the first party shall hold meeting once in a month where the second party or his representative at site will submit the latest information including progress report and difficulties if any, in the execution of the work. The whole team may jointly inspect the site on a particular day to take stock of activities.

**8.5** The Engineer shall record his observations/instructions at the time of his site visit in a site register maintained by the second party. The second party will carry out the instructions and promptly rectify any deviations pointed out by the engineer. If the deviations are not rectified, within the time specified in the Engineer’s notice, the first party as well as the engineer nominated by it, may instruct stoppage or suspension of the construction. It shall thereupon be open to the first party or the engineer to have the deviations rectified at the cost of the second party.

**8.6** The Engineer shall issue a Certificate of Completion of the Works on the request of the second party, and upon deciding that the whole of the Works is completed.

**9.** **Duties and responsibilities of the second party**

**9.1** The second party shall:

1. take up the works and arrange for its completion within the time period stipulated in clause 5;
2. employ suitable skilled persons to carry out the works;
3. regularly supervise and monitor the progress of work;
4. abide by the technical suggestions/ direction of supervisory personnel including engineers etc. regarding building construction;
5. be responsible for bringing any discrepancy to the notice of the representative of the first party and seek necessary clarification;
6. ensure that the work is carried out in accordance with specifications, drawings and within the total of the contract amount without any cost escalation;
7. keep the first party informed about the progress of work;
8. correct the notified defects within the length of time specified by the Engineer;
9. be responsible for all security and watch and ward arrangements at site till handing over of the building to the first party;
10. maintain necessary insurance against loss of materials/cash, etc. or workman disability compensation claims of the personnel deployed on the works as well as third party claims from the start date to the end of defect liability period;
11. pay all duties, taxes and other levies payable by construction agencies as per law under the contract (First party will effect deduction from running bills in respect of such taxes as may be imposed under the law);
12. abide by the regulatory authority conditions (if any) attached to any permits or approvals for the project; and the ESHS Management Strategies and Implementation Plan and ESHS Code of Conduct, if any prescribed by the Employer.
13. abide by all labour enactments and rules made there under, regulations, notifications and bye laws of the State or Central Government or local authorities;
14. abide by all enactments on environmental protection and rules made there under, regulations, notifications and by-laws of the Sate or Central Government, or local authorities;
15. be responsible for the safety of all activities on the Site.

**10. Variations / Extra Items**

The works shall be executed by the second party in accordance with the approved drawings and specifications. No variation in cost is acceptable. However, if the Engineer issues instructions for execution of extra items, the following procedure shall be followed:-

1. The second party shall provide the Engineer with a bid for carrying out the extra items when requested to do so by the Engineer. The Engineer shall assess the bid, which shall be given within seven days of the request before the extra items are ordered.
2. If the bid given by the second party is unreasonable, the Engineer may order the extra items and make a change to the Contract Price which shall be based on Engineer’s own forecast of the effects of the extra items on the Contractor’s costs.
3. The second party shall not be entitled to additional payment for costs, which could have been avoided by giving early warning.

**11. Securities**

The Performance Security shall be provided to the Employer no later than the date specified in the Letter of Acceptance and shall be issued in an amount and form and by a bank or surety acceptable to the Employer. The Performance Security shall be valid until a date 28 days from the date of issue of the Certificate of Completion in the case of a Bank Guarantee.

**12. Termination**

**12.1** The Employer may terminate the Contract if the other party causes a fundamental breach of the Contract.

**12.2** Fundamental breaches of Contract include, but shall not be limited to the following:

(a) the contractor stops work for 28 days and the stoppage has not been authorized by the Engineer;

(b) the Contractor has become bankrupt or goes into liquidation other than for a reconstruction or amalgamation;

(c) the Engineer gives Notice that failure to correct a particular Defect is a fundamental breach of Contract and the Contractor fails to correct it within a reasonable period of time determined by the Engineer;

(d) the Contractor does not maintain a security which is required;

(e) the Contractor has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices, in competing for or in executing the Contract; and

(f) the contractor has delayed the completion of the Works by the number of days for which the maximum amount of liquidated damages can be paid

**12.3** Notwithstanding the above, the Employer may terminate the Contract for convenience.

**12.4** If the Contract is terminated, the Contractor shall stop work immediately, make the Site safe and secure and leave the Site as soon as reasonably possible.

**13.** **Payment upon Termination**

**13.1** If the Contract is terminated because of a fundamental breach of Contract by the Contractor, the Engineer shall issue a certificate for the value of the work done less advance payments received up to the date of the issue of the certificate, less other recoveries due in terms of the contract, less taxes due to be deducted at source as per applicable law.

**13.2** If the Contract is terminated at the Employer’s convenience, the Engineer shall issue a certificate for the value of the work done, the reasonable cost of removal of Equipment, repatriation of the Contractor’s personnel employed solely on the Works, and the Contractor’s costs of protecting and securing the Works and less advance payments received up to the date of the certificate, less other recoveries due in terms of the contract and less taxes due to be deducted at source as per applicable law.

**14. Dispute settlement**

If over the works, any dispute arises between the two parties, relating to any aspects of this Agreement, the parties shall first attempt to settle the dispute through mutual and amicable consultation.

In the event of agreement not being reached, the matter will be referred for arbitration by a Sole Arbitrator not below the level of retired Chief Engineer / Superintending Engineer, (not connected in part or whole with this Project in his service) to be appointed by the first party. The Arbitration will be conducted in accordance with the Arbitration and Conciliation Act, 1996. The decision of the Arbitrator shall be final and binding on both the parties.

**15.** **Corrupt and Fraudulent Practices**

The World Bank requires compliance with its policy in regard to corrupt and fraudulent practices as set forth in Section C. In further pursuance of this policy, Bidders shall permit and shall cause its agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers and any personnel thereof, to permit the Bank to inspect all accounts, records and other documents relating to any prequalification process, bid submission, and contract performance (in the case of award), and to have them audited by auditors appointed by the Bank.

**Annexure I**

**BILL OF QUANTITIES**

The approximate Bill of Quantities is indicated below to give an idea of the work which should be executed in accordance with the approved drawings and specifications to enable the bidder to furnish the lump sum price. Bidders may, however, note that no variations in the lump sum cost is acceptable (except where extra items are ordered by the Engineer).

|  |  |  |  |
| --- | --- | --- | --- |
| **Sl.No.** | **Description of Work** | **Unit** | **Qty.** |
|  |  |  |  |
|  |  |  |  |

We agree to execute the works in accordance with the approved drawings and technical specifications at a total fixed contract price quoted by us in the Letter of Bid.

**Signature of Contractor**

**Annexure - 2**

**Format of certificate**

Certified that the works upto -------------------------------------------------- level in respect of construction of ------------------------------------- at ----------------------------------- have been executed in accordance with the approved drawings and technical specifications.

Signature

Name & Designation (Official address)

Place:

Date:

Office seal

## **Form of Bid Security (Bank Guarantee)**

*[Guarantor letterhead or SWIFT identifier code]*

**Beneficiary:**

*[Insert name and address of the* Employer*]*

**Invitation for Bids No:** *[Insert reference number for the Invitation for Bids]*

**Date:** *[Insert date of issue]*

**BID GUARANTEE No.:** *[Insert guarantee reference number]*

**Guarantor:** *[Insert name and address of place of issue, unless indicated in the letterhead]*

We have been informed that *[insert name of the Bidder, which in the case of a joint venture shall be the name of the joint venture (whether legally constituted or prospective) or the names of all members thereof]* (hereinafter called "the Applicant") has submitted or will submit to the Beneficiary its bid (hereinafter called "the Bid") for the execution of *[insert description of contract]* under Invitation for Bids No. [*insert number*] (“the IFB”).

Furthermore, we understand that, according to the Beneficiary’s conditions, bids must be supported by a bid guarantee.

At the request of the Applicant, we, as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of *[insert amount in letters]* (*insert amount in numbers*) upon receipt by us of the Beneficiary’s complying supported by the Beneficiary’s statement, whether in the demand itself or a separate signed document accompanying or identifying the demand, stating either that the Applicant:

(a) has withdrawn its Bid during the period of bid validity specified by the Applicant in the Letter of Bid, or any extension thereto provided by the Applicant; or

(b) having been notified of the acceptance of its Bid by the Beneficiary during the period of bid validity, (i) fails to execute the Contract Agreement or (ii) fails to furnish the performance security, in accordance with the Instructions to Bidders (“ITB”) of the Beneficiary’s bidding document; or

(c) does not accept the correction of its bid price pursuant to ITB Clause 9.1.

This guarantee will expire: (a) if the Applicant is the successful Bidder, upon our receipt of copies of the contract agreement signed by the Applicant and the performance security issued to the Beneficiary upon the instruction of the Applicant; and (b) if the Applicant is not the successful Bidder, upon the earlier of (i) our receipt of a copy of the Beneficiary’s notification to the Applicant of the results of the bidding process; or (ii) forty-five days after the Validity Period, which date shall be established by presentation to us of copies of the Letter of Bid and any extension(s) thereto, accompanied by the bidding document; or (c) three years after the date of issue of this guarantee.

Consequently, any demand for payment under this guarantee must be received by us at the office indicated above on or before that date.

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

*[signature(s)]*

***Note: All italicized text is for use in preparing this form and shall be deleted from the final product.***

**BANK GUARANTEE FOR ADVANCE PAYMENT**

To: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[name of Employer]*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[address of Employer]*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*[name of Contract]*

Gentlemen:

In accordance with the provisions of the Conditions of Contract, subclause 3.1 of the above-mentioned Contract, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[name and address of Contractor]* (hereinafter called "the Contractor") shall deposit with \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­\_\_\_\_\_\_ *[name of Employer]* a bank guarantee to guarantee his proper and faithful performance under the said Clause of the Contract in an amount of \_\_\_\_\_\_\_\_\_\_\_\_\_ *[amount of guarantee]* *1*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[in words]*.

We, the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[bank or financial institution]*, as instructed by the Contractor, agree unconditionally and irrevocably to guarantee as primary obligator and not as Surety merely, the payment to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[name of Employer]* on his first demand without whatsoever right of objection on our part and without his first claim to the Contractor, in the amount not exceeding \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [amount of guarantee]1 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[in words]*.

We further agree that no change or addition to or other modification of the terms of the Contract or of Works to be performed thereunder or of any of the Contract documents which may be made between \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[name of Employer]* and the Contractor, shall in any way release us from any liability under this guarantee, and we hereby waive notice of any such change, addition or modification.

This guarantee shall remain valid and in full effect from the date of the advance payment under the Contract until \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[name of Employer]* receives full repayment of the same amount from the Contractor.

Yours truly,

Signature and seal: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of Bank/Financial Institution: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1 An amount shall be inserted by the bank or financial institution representing the amount of the Advance Payment, and denominated in Indian Rupees.

**PERFORMANCE BANK GUARANTEE**

To: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[name of Employer]*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[address of Employer]*

WHEREAS \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[name and address of Contractor]* (hereinafter called "the Contractor") has undertaken, in pursuance of Contract No. \_\_\_\_\_ dated \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to execute \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[name of Contract and brief description of Works]* (hereinafter called "the Contract");

AND WHEREAS it has been stipulated by you in the said Contract that the Contractor shall furnish you with a Bank Guarantee by a recognized bank for the sum specified therein as security for compliance with his obligations in accordance with the Contract;

AND WHEREAS we have agreed to give the Contractor such a Bank Guarantee;

NOW THEREFORE we hereby affirm that we are the Guarantor and responsible to you, on behalf of the Contractor, up to a total of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[amount of guarantee]* *1*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[in words]*, such sum being payable in the types and proportions of currencies in which the Contract Price is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *[amount of guarantee]*1 as aforesaid without your needing to prove or to show grounds or reasons for your demand for the sum specified therein.

We hereby waive the necessity of your demanding the said debt from the Contractor before presenting us with the demand.

We further agree that no change or addition to or other modification of the terms of the Contract or of the Works to be performed thereunder or of any of the Contract documents which may be made between you and the Contractor shall in any way release us from any liability under this guarantee, and we hereby waive notice of any such change, addition or modification.

This guarantee shall be valid until 28 days after the date of issue of the Certificate of Completion.

Signature and seal of the guarantor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of Bank \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1 An amount shall be inserted by the Guarantor, representing the percentage of the Contract Price specified in the Contract including additional security for unbalanced Bids, if any and denominated in Indian Rupees.

Section C. World Bank Policy on Corrupt and Fraudulent Practices

Guidelines for Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011.

“**Fraud and Corruption:**

1.16 It is the Bank’s policy to require that Borrowers (including beneficiaries of Bank loans), bidders, suppliers, contractors and their agents (whether declared or not), sub-contractors, sub-consultants, service providers or suppliers, and any personnel thereof, observe the highest standard of ethics during the procurement and execution of Bank-financed contracts. In pursuance of this policy, the Bank:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

(i) “corrupt practice” is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

(ii) “fraudulent practice” is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;

(iii) “collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;

(iv) “coercive practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;

(v) “obstructive practice” is

(aa) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or

(bb) acts intended to materially impede the exercise of the Bank’s inspection and audit rights provided for under paragraph 1.16(e) below.

(b) will reject a proposal for award if it determines that the bidder recommended for award, or any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

(c) will declare misprocurement and cancel the portion of the loan allocated to a contract if it determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;

(d) will sanction a firm or individual, at any time, in accordance with the prevailing Bank’s sanctions procedures, including by publicly declaring such firm or individual ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Bank-financed contract; and (ii) to be a nominated sub-contractor, consultant, supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract;

(e) will require that a clause be included in bidding documents and in contracts financed by a Bank loan, requiring bidders, suppliers and contractors, and their sub-contractors, agents, personnel, consultants, service providers, or suppliers, to permit the Bank to inspect all accounts, records, and other documents relating to the submission of bids and contract performance, and to have them audited by auditors appointed by the Bank.

1. If considered necessary, the Employer may attach minimum requirements for ESHS Management Strategies and Implementation Plans and ESHS Code of Conduct. [↑](#footnote-ref-1)