



**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY 11 MARCH 2009**

SUBJECT REPORT ON PROGRAM MANAGEMENT CONSULTING SERVICES

PURPOSE

To request approval from the Core Area Liquid Waste Management Committee (CALWMC) for the use of a quality based selection (QBS) process to identify the recommended program management consultant for the core area wastewater treatment program (CAWTP).

BACKGROUND

The current schedule indicates that the preferred wastewater treatment strategy for the CAWTP will be selected by June 2009 and that the current consulting team contract will expire June 30, 2009. The Capital Regional District (CRD) will require the services of a consulting firm to continue planning and assist program development, implementation and coordination.

The intent of the QBS procurement process is to engage the services of a multi-discipline program and project management consultant who will assist the CRD by providing program development, coordination and implementation for the CAWTP.

The immediate tasks for the program management consultant will include finalizing site selection, preparing a Class C estimate for the project to satisfy the requirements of the business case and providing services to enable the CRD to submit the Liquid Waste Management Plan amendment by the end of 2009 as required by the minister of environment.

The following phases are anticipated for the CAWTP and are outlined in detail in appendix A:

- pre-implementation, including finalizing system planning and facility siting
- implementation, including preparation of procurement documents
- construction, including selection of preferred proponents and project management
- post-construction, including system commissioning

The current CRD *Policy and Procedure for Engaging Consultants* uses a 1,000 point rating system where both technical merit and cost are awarded a maximum of 500 points. The proposed QBS process only considers technical merit and fees for services are negotiated for each phase as the work program for the CAWTP unfolds.

ALTERNATIVES

1. That the committee recommend to the Board that the CRD utilize a quality based selection process to recommend the program management consulting firm for the core area wastewater treatment program.
2. That the committee recommend to the Board that the CRD extend the contract of the current consulting team.
3. That the committee recommend to the Board that the CRD prepare a defined scope of work for each phase of the project and issue Request for Proposals as required.

DISCUSSION

Alternative 1

The system configuration and method of procurement for the CAWTP will not be known until approved by the minister of environment in early 2010. Therefore, it is difficult at this stage to establish a defined scope of work for consulting firms to price. It is on this basis that CRD staff recommends using the QBS process to hire the program management consultant for the CAWTP. This process will allow the CRD to negotiate each component of the work as it becomes defined. The CALWMC will have an opportunity to receive presentations from the three shortlisted firms prior to approving staff's recommendation.

Alternative 2

Both the provincial and federal governments require a transparent and competitive process and may not find Alternative 2 acceptable.

Alternative 3

Alternative 3 provides for a competitive process but will likely lead to the need for more than one consulting firm to be involved in the provision of the required program management consulting services resulting in the need for increased project management staff resources.

FINANCIAL IMPLICATIONS

The program management consultant service will cost approximately 3% of the total project construction cost and is expected to be shareable under the federal and provincial funding agreement.

RECOMMENDATION

That the Core Area Liquid Waste Management Committee recommend to the Board that a quality based selection process be used to select and recommend the program management consulting firm for the core area wastewater treatment program.

Tony Brcic, PEng
Project Manager, Core Area Wastewater Treatment

Dwayne Kalynchuk, PEng
Project Director, Core Area Wastewater Treatment
Concurrence

Kelly Daniels
CAO Concurrence

COMMENTS

TB:cl:jta
Attachment: 1

REQUEST FOR QUALIFICATIONS**PROGRAM MANAGEMENT FOR THE
CORE AREA WASTEWATER TREATMENT PROJECT**

BACKGROUND

The Capital Regional District (CRD) provides wastewater management to residential, industrial and institutional customers, equivalent to a population of 330,000 persons, distributed throughout the Core Area and West Shore municipalities including; Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria and View Royal.

The wastewater system is operated under a Province of British Columbia Liquid Waste Management Plan (LWMP). The LWMP, originally approved in March 2003, authorizes the CRD to manage the wastewater collection, treatment and disposal systems with a set of operating parameters and future environmental goals. Key features of the Plan include a source control program to control waste products entering the collection system, an inflow and infiltration reduction program, preliminary wastewater treatment using 6mm diameter fine screening, effluent disposal to the marine environment through two major outfalls.

In July of 2006, the Minister of Environment requested that the CRD provide a fixed Schedule for the provision of wastewater treatment. This amendment, to be submitted by December 31, 2009 is to outline options relating to the type, number and location of facilities, preliminary costs of treatment, and a proposed implementation schedule. The Minister encouraged the CRD to consider new technologies and alternative financing and delivery options in order to ensure value for the taxpayers.

The current planning work has identified a minimum of three wastewater treatment plants with a wet weather plant to a maximum of 10 wastewater treatment plants with a wet weather facility. Over the next few months, the CRD will make decisions on the final strategy for wastewater treatment. The CRD is also expected to establish the procurement process before the end of the year. The procurement process could include; the traditional design-bid-build, design-build, design-build-operate, design-build-operate and finance or a combination thereof.

The current consulting team contract ends in June 2009.

PURPOSE

The CRD proposes to hire a Program Management Consultant (PMC) to provide management support and coordination for the planning, design and construction of the wastewater treatment plants and related infrastructure for the Core Area Wastewater Treatment Project (CAWTP). The PMC shall provide Program Development, Implementation and Coordination for the CAWTP. The first critical task for the PMC will be to establish a Class C estimate for the project to satisfy the business case requirements being prepared by others.

The CRD is seeking responses to this Request for Qualifications (RFQ) from qualified firms to provide these services. The PMC will act as an extension of the CRD staff to facilitate and coordinate all aspects of this program. Under the direction of the CRD, the PMC will provide the required management and technical control personnel as needed to complete the CAWTP within the parameters of an approved LWMP.

NOTES ON THE SELECTION PROCESS

The firm selected under the PMC RFQ will not be permitted to propose as a prime or as a subconsultant for any aspect of the design services for the CAWTP or be a part of any proponents team bidding on the

project. Subconsultants selected as part of the PMC RFQ will be permitted to propose as a prime and/or subconsultant for design services and participate with proponents for work that is clearly different from the services provided under the PMC contract.

However, should there be any conflict of interest between roles played by a particular subconsultant, the CRD reserves the right to instruct the PMC to replace the subconsultant. This will be dealt with on a case by case basis and the decision of the CRD Project Director in this regard shall be final.

PROPOSED RFQ SCHEDULE

The CRD's proposed schedule for the RFQ and PMC selection process is as follows:

RFQ issued:	March 18, 2009
RFQ responses due:	April 30, 2009
Interviews with short-listed firms:	May 13, 2009
Core Area Liquid Waste Management Committee (CALWMC) approval:	May 27, 2009
CRD Board approval:	June 10, 2009
Negotiation of professional services:	June 11-25, 2009

ANTICIPATED SERVICES

This RFQ is to invite statements of qualifications from consulting firms or organizations having experience in the planning and implementation of major wastewater treatment projects. The purpose of this submission is to select a maximum of three (3) qualified and experienced groups of firms or organizations to make a presentation to CRD staff and/or the Core Area Liquid Waste Management Committee.

The intent of this professional procurement process is to acquire the services of a program and project management firm with demonstrated expertise and experience to assist the CRD in the management, administration and coordination for the planning, design, procurement and construction of the CAWTP. The PMC must provide a multi-disciplinary team of professional capable of supporting CRD staff with a wide range of services.

Members of the PMC team will be required to locate at offices along with CRD staff. The PMC in coordination with the CRD will arrange for and provide the necessary office facilities to accommodate the PMC team. The PMC Project Manager will be required to reside in Greater Victoria for the duration of the program.

A detailed scope of services will be developed during negotiations with the selected PMC firm. The scope of services is anticipated to include the following:

Pre-Implementation Phase – General Services

- Generally review the project site, functional and spatial requirements, funding, business case, schedule, internal approval processes, policies/procedures and responsibilities to establish a basic understanding of the project objectives.
- Prepare the Project Definition and Implementation Report; prepare and issue a Responsibility Matrix for the entire project.
- Prepare and issue project procedures to address project reporting, communications, submissions, approvals, commitments, site inspections, cost control, schedule control, accounting, etc.
- Assist with completing site selection. Prepare/acquire all reports, applications and any studies for the selected site (including such items as environmental assessments, zoning and feasibility studies, surveys of property, geotechnical reports).
- Establish a project office and an on-site presence prior to the start of construction.

- Establish a project communications structure and project meeting schedule; assume responsibility for preparing minutes and project instructions.
- Establish a central project filing and record management system with coding structure; establish vendor drawing and technical documents filing system; prepare a document distribution plan.
- Develop a reporting and presentation schedule, standards and formats.
- Initiate formal regular project status reporting to the CRD; prepare and present a monthly Project Status Report containing:
 - an Executive Summary covering all aspects of the project, including statements on health and safety and environmental issues;
 - a Financial Status Report, including cash flow updates as well as cost and commitments to-date, estimated uncommitted costs and estimated final costs at completion all as compared with the approved project budget and broken down into appropriate cost codes.
 - a Project Status Report outlining all relevant project activities occurring during the reporting period, including procurement activities;
 - an updated project schedule and three-month forecast;
 - an summary of all outstanding issues and responsibility identification; and
 - an action plan and milestone targets.

Pre-Implementation Phase – Schedule and Schedule Control Services

- Develop a project Work Breakdown Structure (WBS) and coding system.
- Review in detail all work, project planning and scheduling performed to date.
- Establish internal approval processes and timelines; establish a reporting format.
- Establish requirements for all remaining regulatory approvals and timelines.
- Prepare a Project Summary Schedule highlighting major project activities, milestone events and approvals.
- Develop an initial Project Master Control Schedule showing the procurement method for each component of the work and associated tasks including; project approvals, request for qualifications, request for proposals/tenders, equipment tenders, construction contracts and start-up/commissioning activities in a network logic format using a critical path method; freeze the Project Master Control Schedule.

Pre-Implementation Phase – Budgeting, Cost Control, Accounting and Cost Reporting Services

- Review and check the current construction estimate for completeness and adequacy, prepare a Class C estimate for the CAWTP for the business case analysis prepared by others.
- Establish a project coding structure for costs and commitments; rework the approved project budget into the cost coding structure.
- Prepare an elemental Project Control Budget and cost coded breakdown; freeze the Project Control Budget.
- Establish and initiate a project accounting and record keeping system in accordance with CRD's requirements.
- Establish CRD approval procedures and delegated authority limits for commitments and costs against commitments.
- Develop specific project procedures for establishing and recording commitments, forecasting and recording costs; set up the Project Cost Control System and cost reporting structure.
- Prepare Commitment Recommendations/Authorizations for each commitment and after all requisite approvals; enter approved commitments in the Project Cost Control System.
- Receive invoices against previously committed amounts; audit invoices for conformance to payment terms; arrange for and expedite invoice approvals; enter amounts of approved invoices within the Project Cost Control System.
- Establish a project "trust" account in the name of the CRD; establish banking and trust account funding procedures with the CRD.

- Establish a project cash flow process.
- Establish a cheque requisition process; obtain signatures; initiate issuance of cheques.
- Initiate regular cost review meetings to establish estimate value uncommitted (EVUs) and forecasted cost for each cost code.
- Develop and initiate a monthly project cost report showing details of all commitments, costs, uncommitted costs, forecasted cost at completion and variance to budget for each cost code.
- Establish and initiate requisite approval process for Project Change Authorizations covering project scope changes; enter all approved Project Change Authorizations into the Project Cost Control System; maintain a log of all Project Change Authorizations.

Pre-Implementation Phase - Schematic Design and Design Development Phase

- Initiate indicative detailed designs to a level sufficient to proceed with DB, DBO or DBOF work based upon approved commitments.
- Prequalify consultants and prepare Request for Proposals for design services related to projects that are procured through a DBB process.
- Review design consultant specifications; incorporate into a comprehensive purchase inquiry.
- Administer design services contract; manage design consultant activities; monitor progress using an Earned Value System to ensure schedule adherence; identify potential schedule problems; develop strategies for recovery of slippages as required.
- Receive and evaluate the design consultant's detailed design schedule and manpower staffing plan.
- Expedite the completion of design work in accordance with the design consultant's approved schedule.
- Hold and minute weekly meetings with the consultant/contractor/proponent and the CRD.
- Review drawings and specifications as they evolve for items affecting scope, cost, time and quality; resolve design issues with design consultant.
- Review the design consultant's submission of as-built drawings prior to submission to the CRD.
- Review life cycle costs and long term effectiveness of design.
- Implement peer review process, if deemed appropriate, for value engineering purposes; Facilitate value engineering workshops to ensure functionality at the least cost.
- Chair and minute meetings with the design consultant and the CRD to review and approve schematic and final designs; chair and minute regular progress meetings with the design consultants and the CRD.
- Prepare estimates of project hard and soft costs.
- Confirm all cost assumptions, allowances and exclusions.
- Confirm the definition and application of various contingencies and allowances.
- Finalize cost estimate and prepare a Program of Requirements Cost Estimate Report.
- Provide input on constructability issues based on project experience.
- Assist design team in evaluations of design alternatives and materials by providing cost information; initiate changes as identified.
- Prepare construction cost check estimates during the balance of the schematic design and design development stages.
- Compare cost estimates to the approved Project Control Budget; initiate corrective action if required.
- Prepare and present the monthly Project Status Report.

Pre-Implementation Phase – Procurement and Contract Administration Services

- Discuss construction contract options with the CRD for best meeting schedule and budget objectives.
- Develop an overall procurement strategy (DBB, DB, DBO or DBFO) for the CWATP based on the approved business case as a directed by the CRD.

- The PMC will consider the procurement of materials and equipment that leverages the purchasing power of the CRD; tender long-lead time equipment and materials required to meet schedule.
- Prepare a standard set of purchase order terms and conditions for review and approval by the CRD.
- Assist in the preparation of Project Specific documentation (RFPs, Project Documents). Engage the services of legal and financial experts, as required, to evaluate bids make recommendations for award of work.
- Participate in oral and written interaction with Proponents for the project as requested or required.
- Assist in issuance of RFPs and evaluation.
- Assist in finalization of DB, DBO and DBFO agreements.
- Assist in final recommendation of award.

Implementation Phase – General Services

- Review design consultant drawings and specifications to ensure compliance with the approved program of requirements and design development documents.
- Audit of detailed design drawings, standards and specifications against Technical Requirements and Agreements for DB, DBO and DBFO projects.
- Monitor project scope; prepare cost check estimates at 35%, 65% and 100% stages of implementation phase.
- Compare cost check estimates to the approved Project Control Budget; initiate corrective action if required.
- Prepare pre-tender call cost estimates.
- Obtain necessary approvals, permits, etc.
- Monitor and control project schedule.
- Develop a comprehensive safety strategy for the project.
- Prepare and present the monthly Project Status Report.

Implementation Phase – Materials/Equipment Procurement

- Manage and coordinate the public procurement process for selection of goods and services suppliers required for the project.
- Receive vendor quotations; perform a comprehensive evaluation of all commercial and technical aspects of the bids with the CRD and the design consultant.
- Meet with vendors and negotiate final contracts.
- Prepare a recommendation for award of contract for review and approval by the CRD, including a direct comparison to the corresponding budgeted amount.
- Initiate the purchase order based upon the approved commitment.
- Expedite, receive and evaluate the vendor's schedule for shop drawing preparation, fabrication/production and delivery of the items of supply.
- Expedite vendors in accordance with the approved schedule.
- Perform ongoing contract administration of purchase orders, including review and approval of invoicing and any extra work items.

Implementation Phase – Construction Procurement

- Prepare a detailed scope statement for each contract;
- Prepare request for qualifications and request for proposal documents incorporating instructions to proponents, tender forms, form of agreement and general conditions; hold and minute meetings with the CRD, as appropriate, to review and approve contract documents.
- Establish bonding and insurance requirements with the CRD; incorporate into contract documents.

- Complete the indicative design drawings and specifications required for each construction contract package.
- Review scope and constructability prior to issuing request for proposals.
- Prepare list of contractors with the CRD; pre-qualify contractors for each contract.
- Issue construction tender package to pre-qualified proponents, chair proponents' clarification meetings, receive and answer questions from proponents over the request for proposal period.
- Distribution of addenda to proponents as necessary during the request for proposal period.
- Host site visit with proponents.
- Review strike avoidance strategies with proponents.
- Receive all request for proposals; evaluate and prepare recommendations for contract award with the proponent and the CRD.
- Engage legal and financial experts, as required, and negotiate final contract award amounts with the successful proponent;
- Prepare a recommendation for award of contract for review and approval by the CRD, including a direct comparison to the corresponding budget amount.
- Prepare a post-request for proposal cost analysis with comments on variances to Project Control Budget; recommend action to be taken, if required.

Construction Phase

- Initiate the construction contract based upon the approved commitments; expedite completion of the construction contract in accordance with the approved schedule; perform ongoing contract administration of the construction contract, including review and approval of invoicing and any changes or claims for extra work.
- Act as the day-to-day liaison in the field between the CRD and the contractor; establish lines of communication; monitor construction activities daily; prepare weekly reports on progress and status.
- Expedite all contractor submittals for such items as bonds, insurance and certificates, construction schedule, shop drawings, invoicing schedule of values, etc.; review and approve contractor submittals as required.
- Establish and manage temporary site facilities and services; manage and coordinate the work of the various contractors and vendors on site.
- Initiate a pre-job general meeting and a separate project mark-up meeting with the contractor, business agents and trade contractors.
- Chair and minute regular meetings with the contractor, design consultants and the CRD to review design and construction issues, the project schedule and progress to date.
- Review and incorporate contractor and supplier schedules into the Project Master Control Schedule; prepare a reporting format for contractor submissions.
- Monitor schedule progress and meet with each contractor monthly to update the Project Master Control Schedule.
- Confirm internal approval processes and timelines.
- Establish schedule of rates for changes in the work with the contractor.
- Review and analyze the contractor's cost submissions for contemplated change notices.
- Review and approve all project invoices and construction draws; analyze and evaluate the contractor's claims.
- Manage and administer all construction contracts, including preparation and issuing of change orders, approvals for contractor and consultant payments and other project billings.
- Ensure that all contractor quality assurance programs are in place and followed.
- Receive shop drawings and samples etc.; issue to design consultants for review.
- Issue format instructions and clarification notices to the contractor.
- Issue on-site Field Instructions and Field Work Orders as required; issue clarification notices to the contractor.
- Maintain a daily diary of site activities and issue regular Site Status Reports.

- Receive pre-purchased materials and equipment delivered to site; arrange for inspections; complete receiving documentation; assign materials/equipment to contractors for installation.
- Arrange for vendor assistance during installation as required.
- Expedite the submission of operations and maintenance information from vendors.
- Manage and obtain all approvals as required for the completion of the project; confirm requirements for all remaining regulatory approvals and timelines.
- Establish and manage safety procedures and program; coordinate the construction safety program with the CRD's industrial safety program.
- Ensure adherence by the contractor to the safety program as well as access and security requirements.
- Provide project information to the CRD's public relations staff, as required.
- Review construction deficiencies prior to substantial and total performance reviews. Prepare a deficiency list with the design consultant; issue to the contractor; inspect after completion.
- Arrange for inspections of the work at substantial and total performance with the design consultant and the CRD; document and issue deficiency lists to the contractors and expedite completion of the outstanding items.
- Ensure that the design consultant inspects the work in accordance with the terms and conditions of the contract; make appropriate and required submissions to regulatory authorities.
- Ensure that contractor arranges for all inspections by independent testing firms and the authorities having jurisdiction for the work are being carried out; ensure that the noted problems are resolved.
- Receive and review the contractor's as-built drawings.
- Receive applications for Certificate of Substantial Performance from the contractor with list of items to be complete and/or corrected; ensure Substantial and Total Performance are achieved by the contractor.
- Document handover and acceptance of the work following completion of installation and pre-commissioning activities.
- Close out the contract in accordance with the relevant construction lien legislation; close out purchasing orders and complete all final accounting activities.
- Prepare and present the monthly Project Status Report.
- Conduct audit inspections for monitoring various phases of construction.
- Audit the construction work.

Post Construction Phase

- Assist the CRD with the start-up/commissioning process as required, including arranging for any additional or warranty work by contractors.
- Verify with the Design Consultant that the work of the various contractors has been satisfactorily completed and that all work has been properly commissioned; ensure that deficiencies are being corrected.
- Arrange for as-built drawings and maintenance manuals to be prepared by the contractor.
- Ensure review by the design consultants and for the incorporation as record drawings to be submitted to the CRD.
- Arrange for vendor assistance during start-up as may be required.
- Initiate lien search for release of holdback; issue Certificate of Payment for holdback release.
- Retain inspection, commissioning and testing agencies as required; create and coordinate a commissioning plan with the design consultants and the CRD.
- Review, assemble and deliver all reports, record drawings, maintenance manuals/information/supplies as required by the CRD.
- Prepare and present the final Project Management Report.
- Perform facilities inspection with the CRD prior to the end of the twelve-month warranty period; arrange for and ensure that contractor completes all warranty deficiencies.

PROFESSIONAL SERVICES AGREEMENT

The CRD proposes to enter into negotiations with the selected firm to develop a Professional Services Agreement. Negotiations will take place with members of the firm who are authorized to act on behalf of the firm to finalize the Agreement. The CRD reserves the right to cease negotiations with one firm and begin negotiations with another firm.

The CRD may choose to authorize the services of the selected PMC firm separately for specific phases and/or projects. The CRD may elect not to utilize the PMC's services for all of the potential projects included in the CAWTP.

INFORMATION REQUIRED

This is not a proposal call. Consultants are asked to emphasize company and individual experience and expertise in carrying out the work envisaged. The following information is required for the evaluation of credentials.

Statements of credentials must be presented in an organized manner and must be easily located within the credentials document.

Company Information:

- General company information (including location, size, overall areas of expertise, key personnel, etc.).
- Information about the company's experience with similar projects (maximum of ten selected projects) and the level of involvement.
- If more than one company is involved in this submission, name the company that would be the prime consultant and which would be sub-consultant(s). Indicate the approximate level of involvement by each company and the areas of expertise which would be provided by each company.

Personnel:

Provide *curricula vitae* for the key personnel who would be assigned to this project, and a brief discussion of each individual's strengths, qualifications and experience relative to this project. Also indicate the role that would be played by the key individuals (e.g., project director/manager or specialist) and the anticipated percentage and duration of the individual's time spent on the project.

Experience:

The firm interested in providing PMC services must demonstrate and document:

- Specialized experience in providing Program Management Consultant services for large (up to \$1 Billion) civil/ infrastructure programs.
- Experience in facilitating and encouraging team building/partnering concepts among agencies, consultants, contractors and the community.
- Experience in utilizing alternative project delivery solutions and ability to apply relevant solutions for the CRD.
- Experience in the development of procurement strategies and preparation of bid documents for multiple design, design-bid-build, design-build, design-build-operate and design-build-operate-finance contracts.

- Experience in planning, study, design and construction of wastewater treatment facilities and related infrastructure.
- Experience in the operation and maintenance of wastewater treatment plants and related infrastructure.
- Experience in providing construction management and inspection services for wastewater treatment plants and related infrastructure.

The firms must provide a summary of a work plan that outlines how the proponent would approach the Program Management for the CAWTP. This should include a specific section outlining their understanding of the various components and potential procurement methods for the CAWTP.

Hourly Rates:

Provide 2009 hourly rates for all personnel to be utilized under this contract and a proposed annual escalation clause for the duration of the project.

Submissions will be evaluated on the basis of the information provided in accordance with the attached evaluation criteria schedule. Care should be taken to ensure that sufficient information is provided so that an informed evaluation can be carried out in each of the areas where points are to be assigned.

TIMETABLE

Request for Qualifications will be received up to 12:00 noon on April 30, 2009. Six (6) copies of all documents are requested. The program management assignment is scheduled to begin July 2, 2009.

Tony Brcic, PEng,
Project Manager, Wastewater Treatment Project
Capital Regional District
625 Fisgard Street
PO Box 1000
Victoria, BC V8W 2S6
Telephone: 250.360.3067

**CONSULTING SERVICES FOR PROJECT MANAGEMENT OF THE
CORE AREA WASTEWATER TREATMENT PROJECT
EVALUATION OF CREDENTIALS**

(maximum 240 points)

		CONSULTANTS			
		P O I N T S			
1.	THE FIRM (120)				
1.1	Experience - program management				
	a) Wastewater treatment plants	20			
	b) Other projects > \$500 million	20			
1.2	Experience - wastewater treatment projects				
	a) In British Columbia	20			
	b) In North America	20			
1.3	Location of firm				
	a) Size of firm locally	15			
	b) Size of firm in BC	25			
TOTAL FIRM		120			
2.	THE PERSONNEL (120)				
2.1	Prime Consultant (Project Manager) (60)				
	a) Experience with relevant projects	20			
	b) Qualifications	20			
	c) Local knowledge	20			
2.2	Project Specialists (60)				
	a) Experience with program management	20			
	b) Experience with wastewater treatment	20			
	c) Qualifications	20			
TOTAL PERSONNEL		120			
TOTAL POINTS		240			