

Terms of References

For the

Supervision of Construction of Paved Service Roads with Drainage, Road Furniture, and Overpass at Sukuta-Jabang Road Intersection

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1. Introduction

Following the successful hosting of the Organization of Islamic Cooperation (OIC) Summit in The Gambia from May 4th to 5th, 2024, the substantial completion of the Bertil Harding Highway project played a pivotal role in ensuring seamless access and efficient transportation for summit participants. This state-of-the-art highway not only facilitated the smooth flow of traffic but also highlighted The Gambia's commitment to hosting international events and enhancing its infrastructure to support economic and diplomatic activities.

The upcoming third phase of the project aims to further improve road safety and mobility, optimize the functionality and performance of the road network, address drainage challenges, and extend the highway's lifespan. Upon completion, this phase will activate the route corridor, thereby stimulating economic growth and development. It will also significantly enhance the infrastructure asset base and value of the National Roads Authority (NRA). The project outcomes align with the objectives of the Gambia Recovery-Focused National Development Plan (RF-NDP) and are consistent with the goals of the National Transport Policy 2018-2027.

2. Objectives

The primary objective of this project is to improve the overall functionality of the Bertil Harding Highway through the implementation of an additional overpass as well as the construction of service roads equipped with essential drainage and road furniture aiming to promote mobility and safety. The successful implementation of the service roads will boost the country's economy and will promote easy access to residential and commercial amenities.

The specific project objectives include:

- Promoting Economic Activity: Activating the route corridor to encourage economic activity and growth, thereby contributing to the National Roads Authority's infrastructure asset base and value and promoting SMEs and employment.
- Improved Mobility: Enhancing the road network's mobility by constructing service roads and an additional overpass aiming to alleviate traffic congestion.
- Resolving Drainage: Addressing drainage issues to alleviate flooding along the road corridor and adjacent properties.
- Enhancing Safety: Addressing safety concerns by equipping the highway and service road with essential road furniture.



3. Project Description

The National Roads Authority (NRA) seeks to engage a consulting firm to oversee the construction supervision of several key components along the Bertil Harding Highway. These components include Construction of service roads to have a width of 6.00m (minimum) respectively where applicable. Width of sidewalks 1.50m wide (minimum) construction six-meter-wide service roads running parallel to the dual carriageway. Construction of an overpass at Sukuta-Jabang (CH. 6+900), drainage systems, side drains, and associated road infrastructure such as street lighting, signage, and other road furniture.

The project is situated within the Greater Banjul Area, extending from the Airport Junction to Sting Corner. The Bertil Harding Highway traverses several key settlements, including Old Yundum, Sukuta, Brusubi, Kololi, Bijilo, Senegambia, Kotu, Fajara, and Bakau. The road initially follows a coastal route before veering inland to reach the airport, as indicated in the map below.



Figure 1 Project Location



4. Scope of Services

The consultant shall undertake the following key tasks for the road works: -

a. Technical Supervision and Quality Control

- <u>Design Review and Validation</u>: Ensure that the contractor's design adheres to the original design specifications, local standards, and best engineering practices. The consultancy firm may also review any design modifications and conduct detailed calculation verification and the validation of the execution studies.
- <u>Supervision of Works</u>: Provide on-site supervision to ensure that construction is carried out in accordance with the approved designs, drawings, specifications, and quality standards.
- <u>Compliance with specifications</u>: Ensure that the construction meets international and local standards, codes, and environmental regulations.

b. Project Management

- <u>Coordination and Reporting</u>: Coordination between the contractor, the PMU and other stakeholders, including the preparation of progress reports, holding regular meetings, and maintaining records of communication.
- <u>Planning and Scheduling</u>: Review and monitor the project schedule, assess contractor's work plans, and ensure timely completion of various project milestones.
- <u>Risk Management</u>: Identify project risks, prepare mitigation strategies, and regularly monitor and update the risk register.

c. Contract Administration

- <u>Change Management:</u> Assess, approve, and manage any variations or change orders requested during the project.
- <u>Payments and Invoices</u>: Review and certify contractor's payment requests, ensuring they reflect the actual progress and that payments are made in accordance with the contract terms.

d. Health, Safety, and Environmental (HSE) Management

- <u>Safety Supervision</u>: Monitor and enforce safety standards on-site, ensuring compliance with occupational health and safety regulations.
- <u>Environmental Monitoring</u>: Ensure that environmental management plans are followed, particularly in regard to managing waste, pollution, and the preservation of local ecosystems.
- <u>Social Safeguards Compliance</u>: If relevant, monitor compliance with social safeguards such as land acquisition, resettlement, and the impact on local communities.

e. Capacity Building and Knowledge Transfer

- Training: Provide training to the client's staff on operations, maintenance, and management of the infrastructure post-construction.



- Documentation and Manuals: Prepare operational and maintenance manuals, as well as as-built drawings for the client.

f. Monitoring and Reporting

- <u>Progress Reporting</u>: Regular reporting on the physical and financial progress of the project to the client, with analysis on key performance indicators such as time, cost, and quality.
- <u>Inspection and Audits:</u> Carry out periodic inspections and technical audits to ensure compliance with contract requirements.
- <u>Completion Reports and Certification:</u> Prepare and submit reports on the completion of key milestones, including issuing substantial completion and final completion certificates.

g. Capacity Building and Knowledge Transfer

- <u>Training</u>: Provide training to the client's staff on operations, maintenance, and management of the infrastructure post-construction.
- <u>Documentation and Manuals</u>: Prepare operational and maintenance manuals, as well as as-built drawings for the client.
- Develop a process for beautification program to include the participation of local artists and private sector as a potential revenue stream for the NRA.

5. Deliverables

a) Obligation of the Consultants

The Consultants shall perform the Services and carry out their obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe and effective equipment, machinery, materials and methods" The Consultants shall always" act, in respect of any matter relating to this Contract or to the Services, as faithful advisers to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with Sub-consultants or Third Parties.

During the Construction Period, the Consultant shall review the Drawings furnished by the Contractor along with supporting data, including the geo-technical and hydrological investigations, characteristics of materials from borrow areas and quarry sites, topographical surveys, and the recommendations of the Safety Consultant. In addition, the Consultants shall submit to the Client the reports and documents during construction period.

b) Law Governing Services

The Consultants shall perform the Services in accordance with the Applicable Law and shall take all practicable steps to ensure that any Sub- consultants and or Associates, as well as the Personnel of the Consultants and any Sub- consultants and or Associates, comply with the Applicable Law. The Client shall advise the Consultants in writing of relevant local customs and the Consultants shall, after such notifications, respect such customs.



6. Timeframe

The consultancy will be implemented over a period of 36 calendar months (24 months for construction supervision and 12 months for defect liability period.

7. Qualification of the Consultancy Firm

The consultancy will require a competent team of international, and domestic consultants and NRA. The consultant should include in its proposal the total number of person-months of professional services that it intends to employ to complete the undertaking and the curriculum vitae of each of the major disciplines. List of key personnel to be fielded by the Consultants shall be as below: -

- Resident Engineer cum Pavement Specialist+ Road safety Expert
- Senior. Contract Specialist cum Senior Quantity Surveyor
- Deputy Resident Engineer cum Bridge/Structural Engineer
- Material Engineer

7.1. Resident Engineer cum Pavement Specialist and road safety expert (Full Time)

Description

The Resident Engineer will reside at the project site on a full-time basis throughout the period of the construction supervision services. He/She will hold the overall responsibility of the project supervision of the construction package. He/She shall act as Representative of the consulting firm appointed by the Authority. He/She shall be directly responsible for regulating the construction process i.e., various activities like earthwork, Sub-Base/Base courses, bituminous pavement, bridge/culvert works proposed for being carried out under Stipulated specifications/manuals etc. His/Her duties will involve overall superintendence over the Deputy Resident Engineer and other experts of the construction package. He/She will guide, monitor, supervise and control all the activities related to supervision for the construction package. He will interact with the Project Director and the other officials of the Authority.

Professional Experience and Qualification:

The resident Engineer should have the following experience

- Master + Diplôme de Master (Bac+5) or Post Graduate Degree in Civil, Transportation/Pavement, Highway Engineering or related field from a recognized University.
- A bachelor's degree with 2 years of experience may be accepted in lieu of the Master + Diplôme de Master (Bac+5)/Post Graduate Degree
- 12 years of professional experience in the control and supervision of Highway Projects.
- At least 6 years' experience as Resident Engineer/Assistant Resident Engineer/Project Director/Project Manager/Superintending Engineer or equivalent/Executive Engineer or equivalent on similar construction work/Independent Engineering project.
- Proven skill in planning, designing, construction supervision and management covering developing countries in related field with at least 3 years' experience as a team leader.
- Managed a minimum of 3 (three) Major Highway projects

- Working experience in abroad or African countries may be an added value
- A Professional Accreditation (such as CEng, PE, PMP, Prince 2 Practioner, etc) may be an added value
- Sounds communication skills in English. Knowledge in the local language or French may be an added value
- Not more than 62 years of age.

7.2. Deputy Resident Engineer cum Bridge & Structural engineer

Description: He/She shall be the in-charge of the construction supervision of project stretch and shall coordinate with all other experts of the construction projects and shall report to the Resident Engineer and officers of PIU as per the delegation established. His/Her duties will involve understanding the design provisions of both bridges/ROBs/flyovers and culverts, guiding and checking of reinforcement/cable laying operations, rectifying any apparent mistakes in respect of them, checking and controlling the proper mix designs, Checking the adequacy of proper formwork, laying/compacting of concrete including curing operations. For this purpose, he/she will work in close coordination with the Material Engineer and the Contractor's Expert to effectively Control the quality of execution. He/She will be responsible for minor modifications in design of bridges/culverts, whenever required during execution.

Professional Experience and Qualification

The Deputy Resident Engineer should have the following experience

- Master + Diplôme de Master (Bac+5) or Post Graduate Degree in Civil, Bridge, Structural, Highway Engineering or related field from a recognized University.
- A bachelor's degree with 2 years of experience may be accepted in lieu of the Master + Diplôme de Master (Bac+5)/Post Graduate Degree
- 12 years of professional experience in the construction or supervision of bridge, interchange or other structures.
- Must be familiar with modern methods of construction of bridges/ROB/flyover involving RCC/pre-stress concrete, design standards, technical specifications and statistical Quality Control/Assurance procedures for construction of different component of bridges.
- Experience in the supervision and maintenance of at least 3 bridges
- Working experience in abroad or African countries may be an added value
- A Professional Accreditation (such as CEng, PE, PMP, Prince 2 Practioner, etc) may be an added value
- Sounds communication skills in English. Knowledge in the local language or French may be an added value
- Not more than 62 years of age.



7.3. Senior Contract Specialist / Senior Quantity Surveyor

Description

The Quantity Surveyor will act as a contract specialist also for the construction package, even though the thrust of his responsibilities will be in the areas of quantity surveying/processing of the invoices etc. He/She will approve the measurement of all items of works executed in different stages for payment. He/She will also be required to offer his advice on contractual complications arising during the implementation as per the request of the employer. He/She will be required to prepare manuals/schedules for the consultant's team/employer based on the provisions of the contract document. He/She will be responsible for giving appropriate suggestions in handling claims of the contractors and any dispute arising thereof. He/She will be reporting to the Resident Engineer and give input as and when required during the work.

Professional Experience and Qualification:

The Senior Contract Specialist should have the following experience

- Master + Diplôme de Master (Bac+5) or Post Graduate Degree in Civil Engineering, Construction Management, Quantity Surveying or related field from a recognized University.
- A bachelor's degree with 2 years of experience may be accepted in lieu of the Master + Diplôme de Master (Bac+5)/Post Graduate Degree
- 10 years of professional experience in Contract / Construction Management.
- At least 4 years' experience as Quantity Surveyor in Highway project.
- Managed and oversaw the contract management of a large Highway at least of US\$ 30.00 million including experience of handling Variation orders, Addendum, etc.
- Handled at least (2) two projects in Construction Supervision of 2 to 4 lane Highways.
- Working experience in abroad or African countries may be an added value
- A Professional Accreditation in PMP, Prince 2 Practioner, Construction/Contract Management will be a strong asset
- Sounds communication skills in English. Knowledge in the local language or French may be an added value
- Not more than 62 years of age.

7.4. Material Engineer

Description

He/She will oversee the supervision of all tests conducted at various stages of construction, ensuring that these tests are carried out in accordance with code stipulations and the specifications outlined in the contract. Additionally, they will coordinate and manage the support personnel assigned to them, reporting to the Resident Engineer as needed.

Professional Experience and Qualification:

Material Engineer should have the following experience.

- Master + Diplôme de Master (Bac+5) or Post Graduate Degree in Civil, Geotechnical, Soil Mechanic, Foundation, Material Engineering or related field from a recognized University.
- A bachelor's degree with 2 years of experience may be accepted in lieu of the Master + Diplôme de Master (Bac+5)/Post Graduate Degree



- 10 years of professional experience in material or geotechnical engineering in the construction and supervision of highway projects
- Must be familiar with material property of road construction material, technical specifications and procedures of material tests and testing equipment.
- Working experience in abroad or African countries may be an added value
- Sounds communication skills in English. Knowledge in the local language or French may be an added value
- Not more than 62 years of age.

7.5. Sub Professional (To Be Evaluated for Their Suitability By the Employer's Representative, Before Deployment)

7.5.1. Social and Environment Specialist

Description

The consultant shall be qualified specialists in Environment, with extensive knowledge and experience in undertaking ESIA for projects. This includes the appraisal, design, and cost of mitigation measures. The consultants shall review the environmental implications of the project and given the estuarine tidal ecosystem of the river Gambia, which is a major waterway.

Professional Experience and Qualifications

The social and environmental specialist should have the following:

- Degree in environmental studies or any related field
- 10 years of professional experience on similar projects and not less than 3 Highway projects during the period
- Ensure compliance with environmental and social safeguard policies and regulations.
- Monitor environmental impacts during construction, such as noise, air quality, and waste management.
- Oversee the implementation of the Environmental Management Plan (EMP) and Social Management Plan (SMP).
- Ensure proper land acquisition and resettlement processes, where applicable.
- Promote adherence to safety protocols and labour standards for local workers.
- Prepare regular reports on environmental and social performance and submit to relevant authorities
- Full commend in the English language
- Age Limit: 60 years

7.5.2. Hydraulic Engineer

Description

The Hydraulic Engineer will be responsible to design and develop models for water flow, drainage, and flood control systems, as well as water supply, irrigation, and sewer systems. He/She will conduct feasibility studies, prepare technical reports, and oversee the installation of hydraulic systems during construction to ensure compliance with standards and regulations. He/She will



assess risks such as flooding or erosion, propose mitigation measures, and collaborate with engineers and authorities to ensure proper integration and approvals. Post-construction, The engineer will also develop maintenance strategies for hydraulic structures and systems.

Professional Experience and Qualifications

The Hydraulic Engineer should have the following:

- Bachelor's degree in civil engineering with a specialization in Hydraulics, Water Resources, or related fields (Master + Diplôme de Master (Bac+5)'s degree is an advantage).
- Minimum of 8 years of experience in hydraulic design, water resource management, or related infrastructure projects.
- Experience with National/State Highway or large-scale infrastructure projects is preferred.
- Familiarity with hydraulic modeling software (e.g., HEC-RAS, SWMM) and GIS tools.
- Strong analytical skills for hydraulic modeling and system optimization.
- Knowledge of environmental regulations related to water management.
- Ability to manage hydraulic studies, risk assessments, and water management plans.
- Full commend in the English language
- Age Limit: 60 years

7.5.3. Quantity Surveyor

Description

He/She will report to the Resident Engineer for daily operations and work under the guidance of the Senior Quantity Surveyor, adhering to the reporting procedures, formats, and approval processes established by the Senior Quantity Surveyor. While primarily focused on quantity surveying and invoice processing, he/she will also serve as a contract specialist for the construction package. He/She will be responsible for identifying and reporting on any measures necessary to control project costs and prevent time overruns.

Additionally, he/she will review contractor claims and variation orders, if any, and prepare progress reports in line with project requirements. For these tasks, he/she will ensure accurate level and quantity measurements for all items of work executed at various stages to facilitate payment calculations. His/Her involvement will be required for the duration of the project.

Professional Experience and Qualification: The candidate should have:

- Bachelor's degree in civil engineering with experience in estimating, invoice processing, rate analysis, and survey verification (Master + Diplôme de Master (Bac+5)'s degree is an advantage)
- Diploma holders with 12 years of relevant experience may also be considered.
- 8 years of relevant experience in resource planning, quantity surveying, cost control, and contract management.
- Minimum of 2 years as a Quantity Surveyor on National/State Highway Projects
- Age limit: 60 years.
- Full commend in the English language
- Age Limit: 60 years





7.5.4. Survey Engineer

Description

Checking layout of centreline, layout of curves, levels and profiles, etc. will be his main responsibility. Apart from this, he shall also assist the Quantity Surveyor in preparation of invoices. He shall also be responsible for modifying survey data in case any modification is required in the design during execution.

Professional Experience and Qualification: The candidate should have:

- 3 years of experience for Bachelors Civil degree holders
- 6 years of experience for Diploma holders
- Conversant with modern survey equipment, including, Total stations, auto levels, Digital levels
- Experience in at least one major highway project
- Full commend in the English language
- Age Limit: 60 years

7.5.5. Lab Technicians:

They should be at least Diploma-holders with 5 to 6 years of experience in handling the quality control tests laboratories for road/bridge works or Graduates in Science with about 1 to 2 years of relevant experience in the field of testing of road/bridge projects.

Note

1. For all positions, Master + Diplôme de Master (Bac+5) degree in the concerned specialization is preferable.

2. Age limit for key-personnel – 65 years

3. Age limit of sub-key personnel – 55 years



No.	Description	Man-month in Construction period of 24 months*	Man-month in Maintenance/Defect Liability period of 12 months	Billing Rate (US\$)	Amount (US\$)
		A. KEY	PERSONNEL		
A.1	Residential Engineer cum Pavement specialist + Road Safety Expert	24	4		
A.2	Deputy Resident Engineer/ Structural Engineer	24	4		
A.3	Sr. Contract Specialist/ Senior Quantity Surveyor	24	2		
A.4	Material Engineer	24	1		
	Sub Total	96	12		
B. SUB PROFESSIONAL STAFF					
B.1	Hydraulic Engineer	6	1		
B.2	Social and Environment Specialist	6	0		
B.3	Electrical Engineer	24	1		
B.4	Survey Engineer	48	2		
B.5	Lab Technicians	48	2		
B.6	Drivers and Admin Staff	24	4		
	Sub Total 156 10				

Man - Months Input for Key Professional Staff Authority Engineer

The National Roads Authority and Ministry of Transport, Works and Infrastructure will provide support staff, if available, as part of the capacity building for both institutions.

8. Reporting Requirements and Deliverables

The Consultants shall prepare and submit to the Ministry of Transport Works and Infrastructure (MOTWI) and the National Roads Authority (NRA), a programme/schedule aligned with the following deliverable as summarised in Table 6.1.

8.1. Construction Supervision Manual

The Engineer shall prepare a detailed construction supervision manual defining the principles of supervision for the various categories and levels of supervisory staff. The manuals shall address, among others the following aspects of supervision: -

- What to inspect
- How to inspect (with flow charts detailing the scheduling of tasks for inspection)
- Evolving effective Quality assurance measures for adoption
- Role of survey department in supervision –
- Role of supervision in laboratory testing Role of key professional & sub-professional staff in supervision
- Procedure for inspection and approval of individual activities and parts of the works



8.2. Quality Assurance Plan

The Engineer shall prepare a quality assurance plan for achieving quality in construction based on national/ international codes and best practices. Step by step procedures to be indicated in elaborate manner.

8.3. Operation & Maintenance Manual

The Engineer shall prepare Operation & Maintenance manual indicating the operating and maintenance requirements and indicators for evaluating and ensuring the quality of road etc.

8.4. Training Manual

The Engineer shall prepare a detailed training manual including modules to be used for the various disciplines that will be involved in the project, such as:

- Inspection for supervision
- Survey techniques
- Laboratory test
- Accounting & Monitoring
- Quantity survey & other Engineering aspects
- Personality development

8.5. Monthly Reports

The Engineer shall, no later than the 8 (eight) working day after the end of each month, prepare a brief progress report summarizing the work undertaken by each of the supervision teams for the preceding month. The report will outline any problems encountered (administrative or technical or financial) and give recommendations on how these problems may be overcome. Brief work progress summaries will be included for ongoing road and bridge works, outlining problems encountered and recommending solutions. The report should record the status of payment to the contractor with reference to monthly certificates, of all claims for cost or time extensions and of actions required by government and parastatal agencies to permit unconstrained works implementation. The reports shall be submitted in electronic format (USB) in addition to the hard copies.

8.6. Environmental Compliance Reports

The Engineer shall, no later than the 8 (eight) working day after the end of each month, prepare and submit compliance report on implementation of contract specific Environment Management Plan and indicate any problems encountered, suggestions on improvement of EMP etc. The reports shall be submitted in electronic format (USB) in addition to the hard copies.

8.7. Road Safety Compliance Reports

The Engineer shall, , no later than the 8 (eight) working day after the end of each month, prepare and submit compliance report on implementation of road safety management plan. The reports shall include outcome of road safety audit conducted by the Consultant and also incorporate recommendations for improving road safety. The report shall also be submitted in electronic format (USB) in addition to the hard copies.



8.8. Mid Term, Quarterly, and Periodic Reports

The Engineer shall, by no later than the eighth working day after the end of each quarter, prepare a comprehensive report summarizing all activities under the services at the end of each quarter, and also at other times when considered warranted by either the Consultant or the Client because of delay of the construction works or because of the occurrence of technical or contractual difficulties. Such reports shall summarize not only the activities of the Consultant and its Representative but also the progress of the Contracts, all contract variations and change orders, the status of Contractors' claims, if any, brief descriptions of the technical and contractual problems being encountered, details of physical and financial progress in approved formats, financial status of the contracts as a whole consisting the cost incurred, and cost forecast, as well as financial plan (by Bank and the Government) and other relevant information for each of the ongoing contracts. The reports shall be submitted in electronic format (USB) in addition to the hard copies.

8.9. Special Reports / Engineering Reports

The Engineer shall prepare specific report, required in the event of particular or unforeseen circumstances. Such reports shall be prepared on as "ad-hoc" basis and shall include an analysis of the Engineering matter in question and shall propose possible solution thereto. The reports shall be submitted in electronic format (USB) in addition to the hard copies.

8.10. Final Completion Report

The Consultant shall prepare a comprehensive Draft Final Completion Report for each construction contract, which reaches a stage of substantial completion during the period of the services. These reports which must be submitted immediately after the issuance of completion certificate, shall summarize the method of construction, the construction supervision performed, problems encountered, solutions undertaken and recommendations for future projects of similar nature to be undertaken by the Client. On approval of Draft Completion Report, the Consultant shall summarize and consolidate in a single Final Completion Report.

The reports shall also be submitted in electronic format (USB) in addition to the hard copies.

The following time and delivery schedule is proposed for the services:

No.	Description No. of	Copies
1.	Construction Supervision Manual	6
2.	Quality Assurance Plan	6
З.	Operation & Maintenance Manual	6
4.	Training Manual	6
5.	Monthly Reports	3
б.	Mid Term Report	3
7.	Environmental Compliance Reports	3
8.	Road Safety Compliance Reports	3
9.	Quarterly and Periodic Reports	3
10	Special Reports / Engineering Reports if any	3

Table 6.1 Summary of the	Reports and their number	r of copies to be	provided is indicated.
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No.	Description No. of	Copies
11	Final Completion Report	6

9. Data, Services and Facilities

9.1. Facilities

- Office Building:

The Office Building of appropriate sizes shall be arranged by the Consultancy firm close to the project location and liaise with the Contractor to provide a befitting office in the Project Yard.

- Office Equipment:

All the office equipment shall be arranged by the Consultant.

- Vehicles:

All vehicles required for the Consultant shall be arranged by the Consultant.

- Accommodation:
- All accommodation for key and sub-key professionals shall be arranged by the Consultant.
- Services & Data

Copy of Detailed Project Report / Detailed Feasibility Report shall be provided by the client, after commencement of services.

9. Training Needs Assessment

The Training Needs Assessment (TNA) for the National Road Authority (NRA) will be conducted as a structured activity aimed at identifying the existing skills and knowledge gaps within the organization. This activity will involve a comprehensive analysis, including consultations with key stakeholders, surveys, and assessments of current training programs. Additionally, the existing workforce will be evaluated to determine areas where further training and development are needed. The outcome of this activity will be a detailed report, outlining the critical training priorities and providing recommendations to enhance staff capabilities, ensuring the NRA is equipped to meet the demands of effective road infrastructure management.

10. Termination Clause

If this Contract has not become effective within such time period after the date of the Contract signed by the Parties as shall be specified in the SC, either Party may, by not less than four (4) weeks' written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.