Integrated Sustainable Development Plan
For the North Coast Region (NCR)

Request for Proposal
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### Abbreviations

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<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CLEW</td>
<td>Climate, land, energy and water</td>
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<td>DI</td>
<td>Foreign Direct Investment</td>
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<td>FTZ</td>
<td>Free Trade Zone</td>
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<td>GC</td>
<td>General Contract Conditions</td>
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<td>GOPP</td>
<td>General Organisation for Physical Planning</td>
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<td>IRR</td>
<td>Internal Rate of Return</td>
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<td>LC</td>
<td>Logistic Centre</td>
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<td>MRMP</td>
<td>Matruh Resource Management Project</td>
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<td>NCR</td>
<td>North Coast Region</td>
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<td>PPP</td>
<td>Public Private Partnership</td>
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<td>RFEI</td>
<td>Request for Expressions of Interest</td>
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<td>RFP</td>
<td>Request for Proposals</td>
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<td>RFQ</td>
<td>Request for Qualifications</td>
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<td>ROCE</td>
<td>Return on Capital Employed</td>
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<tr>
<td>SC</td>
<td>Specific Contract Conditions</td>
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<tr>
<td>SEAP</td>
<td>Sustainable Energy Action Plan</td>
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<td>SEZ</td>
<td>Special Economic Zone</td>
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<td>SIA</td>
<td>Strategy Impact Assessment</td>
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<td>SME</td>
<td>Small Medium Enterprises</td>
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<td>SOQ</td>
<td>Statement of Qualifications</td>
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<tr>
<td>ToR</td>
<td>Terms of Reference</td>
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1  Letter of Invitation

- The Cabinet Secretariat invites Firms to submit proposals for consulting “Integrated Sustainable Development Plan for the North Coast Region (NCR)”. Details on the services required are provided in the Terms of Reference.

- The RFP includes the following sections:
  o Section 1 – Letter of Invitation
  o Section 2 – Instructions to Bidders
  o Section 3 - Technical Terms of the RFP
  o Section 4 – Technical Proposal – TECH Standard Forms
  o Section 5 – Financial Proposal – FIN Standard Forms
  o Section 6 – Draft Form of Contract.

- This is not an order.
  Upon receipt of this Letter of Invitation, and the RFP documents, please fill in the “Acknowledgement Letter” Form, found herein Section x.
  o Address: [insert address]
  o Facsimile: [insert facsimile number]
  o E-mail: [insert E-mail address]

Transfer of this invitation to any other firm or any contact between the above firms with regards to this RFP is not permitted.

- Firms are requested to inform Cabinet Secretariat in writing at the following email address that they received the Letter of Invitation and confirm whether they will submit a proposal or not: xxxxxxxx@example.yyy.gg

- The cost of the RFP is x (xxx) which shall be in the form of a demand draft drawn on an Egyptian Bank that should enclosed with the proposal in a separate envelop. Without this, the entire package will be summarily rejected.

- The Bidder shall provide a Bid Bond issued by an Egyptian Bank in favour of the Cabinet Secretariat to the value equivalent to not less than x (xxx) or x% (xxx) of the bidder’s proposed total project cost. Without Bid Bond the proposal shall be summarily rejected. The Bid Bond of the selected bidder shall be returned on presenting the Performance Bond. All other consultants will have their Bid Bonds returned.

- A pre-proposal conference will be held at a dd on mm yyyy at hh:mm a.m.. The prospective consultant will have an opportunity to obtain clarification regarding the scope of the work, terms of reference, and any other pertinent information.

- Any enquires shall be received not later than seven (7) days prior to the submission deadline by email, at Cabinet Secretariat at the address listed above. No enquiries will be responded to after that date.

- All enquiries will be responded to via email.

- Cabinet Secretariat has the right to cancel the Tender without bearing any financial or legal obligations.

- A firm will be selected under Quality – and Cost– based selection method, as per the procedures described in this RFP.

- Offers shall arrive at the following address not later than 12:00 hrs Egyptian local time three calendar weeks after the date of this letter or the next working day if the date falls on a public holiday in Cairo, and the Technical Proposals will be publicly opened on that day at 15:00 hrs Egyptian local time:

[physical address for the submission of offers]
Yours sincerely,

[insert name of the contact person at the Cabinet Secretariat]

[date of letter]
Integrated Sustainable Development Plan for the North Coast Region (NCR)

RFP

2 Information to Consultants

2.1 Definitions

The following are the definitions of terms, as used in this RFP:

- **“Agreement” or “CSA”** means the Consultancy Service Agreement that will be signed between the Client and the Consultant. (Section x)

- **“Bid Bond”** means a bond issued by a surety on behalf of the Bidder that provides assurance to the Client that, if the bid is accepted, the Consultant will execute the Agreement and provide a performance bond.

- **“Bidder(s)”** means the firm(s), to which this RFP is sent, and which may or may not be successful in being awarded this service.

- **“Bidder Signatory”** means the designation of the president or other person authorized to bind the Bidder’s corporation in this RFP.

- **“Change”** means any addition, omission, or substitution of work, services, or obligations to the requirements, stated in the TOR section.

- **“Clarification Meeting(s)”** means the meeting(s) that will be held in Client’s office in Cairo during the bidding phase, and prior to award (as needed) to clarify any discrepancies or omissions whether in the RFP Documents or in the Proposals.

- **“Consultant”** means successful Bidder

- **“Due Date”** means the date that the Proposals should be received on. Proposals delivered later than such date shall not be considered.

- **“Master Plan” or “Project”** means all scope of work required and stated under the TOR.

- **“Client”** means xxxxx

- **“Proposal” and collectively “Proposals”** means Bidders’ Technical and Commercial Proposals, and their related amendments and clarifications, including, any related letters and documents, and minutes of Clarification Meetings between Client and Bidders.

- **”Request for Proposals” or “RFP”** means this solicitation of a formal Proposal.

- **“RFP Documents”** means this RFP and all related clarification, amendments, addenda or any other documents the Bidders may receive from Client during the bidding phase and/or technical evaluation period.

- **“Studies”** means all the studies performed to complete the Master Plan as stated in the TOR Section x.

- **“TOR”** means Terms of references, as described in Section x, which indicate the contents of the required Studies.

2.2 Clarifications and Amendment of RFP Documents

- Bidders should carefully examine the RFP Documents. It will be assumed that Bidders have done such inspection and that through examinations, inquiries and investigation they have become familiarized with Egyptian laws, local conditions, and the nature of problems to be solved during the execution of the Studies.

- Bidders shall address all items as specified in the RFP Documents. Failure to adhere to RFP requirements may disqualify a Bidder from further consideration.
• Submission of a Proposal shall constitute evidence that the Bidder has made all the above mentioned examinations and investigations, and is free of any uncertainty with respect to conditions which would affect the execution, and completion of the Studies.

• Bidders may request clarifications regarding any of the RFP Documents up to fifteen (15) calendar days before the Due Date. Any request for clarifications must be sent in writing, or by standard electronic means to the Client’s address indicated on the cover page of this RFP. The Client will respond to such clarifications in writing, or by standard electronic means.

• Addenda to the RFP Documents may be issued by Client prior to the Due Date of the Proposals and/or during technical evaluation period to revise, amend, or modify any part of the RFP Documents. All issued addenda shall be submitted to each Bidder.

• One copy of each addendum shall be properly signed by the Bidder, certifying that his Proposal takes the addendum into consideration, and shall be bound into and made part of the Proposal.

• Bidders shall acknowledge receipt of all amendments. To give Bidders reasonable time in which to take an amendment into account in their Proposals, the Client may, if the amendment is substantial, extend the Due Date for the submission of Proposals.

2.3 Details of any proposed briefing meetings and/or site inspections
• The purpose of this meeting(s) is to clarify any discrepancies and/or omissions in the RFP Documents to Bidders.

• Attendance to this meeting is optional.

• Client will meet with each Bidder separately, the date of which will be settled later during the bidding phase, and prior to award.

• Bidders shall notify Client with the number of attendees from their organization, together with their passport particulars.

• All costs associated with the attendance of the Clarification Meeting shall be borne by Bidders.

• Client will endeavor to reply to all queries received at the Clarification Meeting.

2.4 Process for handling queries during the proposal process including the name of a contact

2.5 Preparation of Proposal (Proposal format, i.e., letter form or bound document, and number of copies)
• The Bidder shall address a covering letter to the Client indicating the contents of his Proposal. Form of Technical Proposal letter as in Section x.

• The Proposal should be submitted fully complete in accordance with the requirements in the entire RFP Documents.

• Proposals received by Client later than the Due Date specified in the invitation letter will not be considered.

• Bidders shall submit in their Proposals one (1) original and seven (7) complete hard copies in addition to one (1) electronic copy on a separate CD including both PDF and word formats in a sealed envelope; The original Proposal shall be clearly designated as "ORIGINAL", while the copies as "INFORMATION ONLY". The copies shall in no case have any legal force or effect. In case of discrepancies between the original and the copies, the text of the original shall govern.

• The Proposal forms (Sections x and x) must be entirely completed.
• The original Proposal shall be properly signed by the Bidder Signatory.
• Each page of the original Proposal, all blank spaces filled in, and interlineations, alterations, or erasures, if any, shall be initialled by the Bidder Signatory before submission.
• Each Proposal must indicate the full business address of the Bidder, and must be signed by the Bidder Signatory with his usual – dated – signature.
• Proposals submitted by partnerships shall list the full names and addresses of all partners and shall be signed with the partnership name followed by the signatures of one or more of the general partners authorized to bind the partnership.
• Proposals submitted by corporations must be signed with the legal name of the corporation, followed by the signature and designation of the president or other person authorized to bind the corporation in this matter, the name of the country and/or state of incorporation, and the corporate seal applied and authenticated as may be effective.
• Bidders shall sign their Proposals with the exact name of the firm to whom the Agreement is to be issued. The Proposal must be duly signed and sealed by the executive officer of the Bidder’s organization.
• Bidders shall clearly indicate their legal constitution, and person signing the Proposal shall state his capacity and also the source of his ability to bind the Bidder. The authenticated power of attorney or authorization, or any other documents constituting adequate proof of the ability of the signatory to bind the Bidder shall be in his Proposal (as per Section x - Letter of Authority Form). Client may reject outright any Proposal unsupported by adequate proof of the signatory’s authority.
• The name of each signatory in the above cases shall be typed or clearly printed below the signature.
• No Proposal will be considered complete unless accompanied by all items specified in these instructions.
• All submitted items, data, and documents shall be in the English language.
• Proposals shall be submitted in two (2) separate sealed envelopes, identified on the outside as to content, as follows:
  o i Envelope "A", Technical Proposal:
  o This Technical Proposal shall not include any prices, and shall contain (a) the Bid Bond (as per Part x of this Section), (b) Technical Proposal (as per Section x), (c) un-priced proposal which includes conditions and terms of payment, any exceptions and alternates, and (d) the general conditions of the Consultancy Service Agreement herein Section x, of this RFP.
  o ii Envelope "B" Commercial Proposal:
  o This contains the prices as required, corresponding to the unpriced proposal contained in the Technical Proposal, and as defined in this RFP. Commercial Proposals shall not contain any technical exception which may affect the Technical Proposal evaluation, nor any commercial limitations or constrains which contradicts with what have been agreed during the Technical Proposal evaluation period. Please refer to Commercial Proposal forms (Section x).
• The above-mentioned envelopes will be clearly labelled as follows:
  For Envelope "A"
  ▪ Attention: ------
  ▪ Address: ...................................
  ▪ REF:...........................................
  ▪ ENVELOPE "A" TECHNICAL PROPOSAL
  For Envelope "B"
  ▪ Attention: ------
  ▪ Address:....................................
  ▪ REF:...........................................
  ▪ ENVELOPE "B" COMMERCIAL PROPOSAL
  o Bidders will affix these labels to each sealed envelope or box containing any material considered to be
part of the Proposal.

- The envelopes "A" and "B" shall be either sent to Client's address under sealed double cover by registered mail, or handed over to Client against a stamped receipt stating the date and hour of handing over.
- Proposals will be received up to hh:mm O'clock P.M. Cairo Local Time on the Due Date. Bidders must themselves ensure that their Proposals are dispatched in such time as to allow ample margin for the receipt of same before the Due Date.
- Proposals delivered later than the Due Date stated above shall not be considered.
- The Bidder may, without prejudice to himself, modify or correct his Proposal after it has been submitted as stated above, provided that these modifications or corrections are received by Client in writing before the Due Date. The original Proposal as modified by such written communication shall be considered as the Proposal submitted by Bidder.

2.6 Submission, Receipt and Opening of Proposals (Due date and time for submissions, with full address of recipient)

2.7 Proposal Evaluation

Point Distribution of Evaluation Criteria for Technical Proposals

<table>
<thead>
<tr>
<th>Points</th>
<th>Evaluation Criteria</th>
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<tbody>
<tr>
<td>45</td>
<td>Adequacy of the proposed methodology and work plan</td>
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<tr>
<td>45</td>
<td>Qualifications and competence of Key Experts</td>
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<tr>
<td>10</td>
<td>Specific experience of the Consultant and previous experience in Egypt</td>
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The following criteria and weighting are used for the evaluation of the Technical Proposals.

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<tr>
<th>Points</th>
<th>Evaluation Criteria</th>
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<tbody>
<tr>
<td>45</td>
<td>Adequacy of the proposed methodology and work schedule</td>
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**Compliance and Completeness:**
The methodology should fully cover required tasks, activities and outcomes as stated in the Terms of Reference in full details.

**Relevance and logic sequence:**
Bidders should emphasize how the required tasks and activities will be performed, beginning with the information gathering phase, continuing through delivery and approval of all requirements. Sequence and interrelations of required tasks and activities should be clear, logic, and realistic, promising efficient implementation of the Master Plan.

**Innovative ideas for development:**
This item covers any innovative ideas, solutions and/or outcomes suggested by the Bidder within the required objectives, which would have a positive effect on time, cost, and quality of the Master Plan and development strategy. Advantages of such solutions and/or outcomes should be clearly stated.
<table>
<thead>
<tr>
<th>Work Schedule:</th>
<th>3.K</th>
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<tbody>
<tr>
<td>Bidders shall provide a detailed level-2 schedule in Gantt chart form covering all required activities, including periodic reporting and review points.</td>
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<tr>
<td>Bidders shall provide a critical path schedule identifying interdependencies among tasks and emphasizing those tasks critical to the completion of the Master Plan in accordance with the time schedule.</td>
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<tr>
<td>Bidders shall provide in brief a mitigation plan for the activities to overcome any risk that might affect the Master Plan completion date.</td>
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<td>The estimated overall duration for the Master Plan shall be presented in weeks.</td>
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<tr>
<th>Staffing Schedule:</th>
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<td>A manpower schedule shall be submitted, showing the level of effort for the Master Plan implementation duration, by activities and tasks, Mobilization plan for the Bidder’s staff should be submitted as well</td>
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<tr>
<td>Bidders shall submit an organization chart showing key personnel, levels of responsibility, and lines of communication.</td>
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<tr>
<td>If subcontractors are to be engaged, the Bidder shall provide responsibility matrix showing relationship between the Bidder and the subcontractors in performing the Project.</td>
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<tr>
<td>The organization chart shall be accompanied by a description that includes the following:</td>
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<tr>
<td>Identification of the project manager who will be the individual responsible for the Master Plan implementation.</td>
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<tr>
<td>Management of the Master Plan implementation, including a listing of key personnel (including subcontractors and consultants) to be engaged in the Project, with the following information: number of personnel, categories, position in the Project.</td>
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<tr>
<th>Qualification s and competence of Key Experts</th>
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<tbody>
<tr>
<td>University degree or equivalent in their respective disciplines</td>
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<tr>
<td>Number of studies and years of their demonstrable relevant experience</td>
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<tr>
<td>Position held as a project director in previous projects</td>
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<td>Time spent with the Bidder’s firm</td>
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<tr>
<td>Experience in emerging / developing countries</td>
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<tr>
<td>Further education relevant to the specific task</td>
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<tr>
<td>Experience in the specific sector (as described in Section 5)</td>
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<tr>
<td>Experience in the Region/ Middle East</td>
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<td>Experience in Egypt</td>
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<tr>
<td>Experience in preparation of Master Plans of comparative size, complexity and sectorial variety for the following sectors: (i) industrial area, (ii) infrastructure, (iii) urban, (iv) tourism, (v) Business centre, (vi) Agricultural area, (vii) ports and trading area.</td>
<td></td>
</tr>
<tr>
<td>Experience in preparation of Regional Plans in the following sectors: (i) Industrial area, (ii) Infrastructure, (iii) urban, (iv) tourism, (v) Business centre, (vi) agricultural area, (vii) Ports and trading area.</td>
<td></td>
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<tr>
<td>Experience in preparation of Economic Development Plans and financing strategy</td>
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<td>Consultant previous experiences in Egypt</td>
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<td>Local workforce content</td>
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<table>
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<tr>
<th>10</th>
<th>Specific Experience of Consultant and previous experiences in Egypt</th>
</tr>
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<tbody>
<tr>
<td>100</td>
<td>Total technical score (St)</td>
</tr>
</tbody>
</table>

**Please note:**

- Consultant Experience is required for the last fifteen (15) years.
- Key experts should have at least ten (10) years of experience.
- Only tenders with a total technical score (St) of at least 80 points will be qualified for the financial evaluation.
- The lowest Commercial Proposal (Cm) will be given a Commercial score (Sc) of 100 points. The Commercial scores (Sc) of the other Commercial Proposals will be computed as follows:

\[
Sc = 100 \times \frac{Cm}{C}
\]

  - In which (Sc) is the Commercial score, (Cm) is the lowest price and (C) is the price of the proposal under consideration.

- Proposals will be ranked according to their combined technical (St) and Commercial (Sc) scores using the weights (T = 0.7 is the weight given to the Technical Proposal; P = 0.3 is the weight given to the Commercial Proposal; \( T + P = 1 \)):

\[
S = St \times T\% + Sc \times P\%
\]

2.8 **Negotiations**

The First Bidder might be negotiated for minor revision of scope as well as fees.
2.9 **Award of Contract**

Consideration of the evaluation criteria above; however, the right is reserved to reject any and all Proposals received and, in all cases, Client will be the judge as to whether a Proposal has or has not satisfactorily met the requirements of this RFP.

2.10 **Confidentiality**

- The Bidder shall treat the details of the RFP Documents as private, and confidential. All information obtained by any Bidder, in the course of conduct of the RFP Documents hereunder shall be considered confidential and shall not be divulged by the Bidder to any person, firm, or corporation other than the Client designated representatives. The obligations under this clause shall continue, notwithstanding the completion or termination of this bid for any reason.
- Neither Client nor Bidder shall use the name, trade name, trademark, logo, acronym, or other designation of the other party in connection with any press release, advertising, publicity materials in any media or otherwise without the prior written consent of the other party.
- Neither Client nor Bidder is authorized to announce or make a press release or advertise in any media without the prior written consent of the other party regarding the Project.
- Client considers completely unacceptable the acquisition or use of sensitive or confidential information to which Bidders or their agent(s) are not entitled, such as competing for Bidder’s tender data, and evaluations and rankings of Proposals submitted by Bidders. Bidders are required to notify Client immediately of any solicitation or approach offering to (a) improperly disclose confidential Proposal information (including evaluations of Proposals information), (b) improperly influence or affect the award of any contract associated with this RFP.
- Bidders are further required to notify Client immediately if they come into possession of confidential information (including evaluation of Proposals information). Failure to comply with the foregoing may result in the disqualification of the Bidder.

2.11 **Right of Rejection**

The Client reserves the right to reject any of the submitted bids without explanations.

2.12 **Data Sheet**
3  Technical Terms of the RFP

3.1  Study Area Background & proposed plans

The study area is about 166,000.00 km², accounting for 16.6% of the country’s total area. However, it is the smallest in terms of population (250,000), most of which concentrated in a very narrow coastal strip 20-70 Km in depth.

The study area is part of the Alexandria Region, and is bounded by the following borders: from North, the Mediterranean sea, extending about 500 km from Hammam city in the east to Sallum city in the west; from West, the Libyan frontiers, extending about 400 km from Sallum city to south of Siwa Depression; from East, by Alexandria and Beheira Governorates; and from South, by Giza and New Valley Governorates. The region can be reached through existing railroads and highways that facilitate its accessibility with the surrounding areas and the whole country.

Based on the availability of natural and socio economic resources (including rain water runoff and groundwater), and within the previously mentioned boundaries, the development area comprises the following two zones:

1. **Littoral zone of the Western Desert**, Bounded north by the Mediterranean Sea, with an average depth of 70 Km to the water divide line in the south.

2. **Hinterland of the Western Desert**, extending south to the littoral zone, with the presence of several oases such as Siwa, Om El-Sagheir, Kifar, and the Deserted Oases

The development area has complex natural flora that render it as one of Egypt’s most productive rangeland. Livestock raising has always been the region’s main economic activity. However, crop production (especially barley and orchard plantation) have formed an integral part of the region’s economy. Aside from its environmental influence, touristic investments played so far an insignificant role in the region’s economy. Shipping and fishing are almost non-existent. However, the harvesting of sponges was important in the past, and transport by sea was common before the building of railroads and highways.
Oil and natural gas extraction is booming in the hinterland and offshore, and several oil companies are engaged in production operations. Apart from minor processing of olive and small-scale workshops for carpentry, repairs, and the like, the area lacks an industrial base. The hunting of migratory birds, especially quail, provides some income for Bedouin.

The North West Coast displays moderate socio-cultural diversity. The population consists mainly of the Arabs (Bedouin) as the majority of population, and migrants from the Nile Valley. Few others with Sudanese and Libyan roots also contribute to the diversity, in addition to the Bedouin of Siwa Oases, who represent about 6.5% of the total population of the area.

The North Western coastal region represents a potential development corridor for future expansion of urban areas in Egypt. Moreover, it is expected that this area could absorb a huge part of the population in Egypt in the coming decades.

Based on the report done in September 2007 by the Ministry of Housing, Utilities and Urban Developments and the General Organization for Physical Planning which includes the maps as well as the information, has mentioned that the North West Coast is basically divided into three sectors. Each sector has its proposed economic base and special features. Consequently, several development projects were proposed for each sector. The sectoral distribution of the investments were based on the estimates of investment opportunities available in each sector at the time of preparing the study, and should be coordinated with the National Development Plan of Egypt for the year 2032.

The Sectoral division of the North West Coast

Source : (Ministry of Housing, Utilities and Urban Developments- GOPP, September 2007)

The report also proposed that the development in this region should be based on the analysis of the economic resources, social services and infrastructure requirements. The distribution of the investments is based on the study estimates of investment opportunities and the resources available at the regional level, as well as based on the basic needs for accommodating future population in terms of housing, health, education and other social services. The development projects can be divided into different fields such as agriculture, industry, touristic, social services, as well as urban and housing projects.
3.2 Potentials and Assets in the NCR

Despite the area’s weak economic performance in comparison with the Valley and Delta, an efficient use of the available resources in both the coastal area and the inland desert could set a firm basis for sustainable socio-economic development. The most important of these resources are rangeland vegetation cover, including fodder, aromatic, and medicinal plants; oil and natural gas; some mineral and mining deposits; summer resorts, desert landscape; and the historical and cultural heritage.

The potentials & assets includes and not limited to the following;

3.2.1 Economic Potentials

- 1 Million Feddan of reclaimed or reclaimable land
- 4 Million Feddan of grazing land.
- Mineral resources such as Dolomite with an availability average of 80 Million m³ Gypsum with an average of 100 Million m³ Mud with an average of 120 Million m³; Lime Stone of around 50 Million m³ and estimate of 4.8 Billion barrel of crude oil.
- Eco-tourism and the presence of monuments and monasteries of a great historical value, in addition to multiple tourist attractions, along with the presence of many preserved areas like (Siwa, Al ameed, Al Salloum)
- The estimated number of producing fields is about thirty field production is up to 18, 3 million barrels.
- Extends Quarries and mines extends along the north-western coast so as to extract sand, limestone, shale, dolomite, gypsum, marble.
3.2.2 **Human & Cultural potentials**

- Bedouin cultural heritage, traditions and Bedouin jewellery, historic areas (such as theatre events of the Battle of El Alamein and the Military museum and Rommel museum).
- It is planned within the national plan of Egypt that this region will accommodate 30 million of future population from different regions of Egypt, which will play the main role in shaping the profile of human resources in the area and leaves this slot open for planning and definition of target groups.

3.2.3 **Environmental potential**

- The diversity of the climatic conditions, which led to the diversity of wildlife, flora and fauna, most of which are perennials and shrubs. Some of these plants have medicinal and aromatic characteristics, others are used as animal fodder and source for fuel.
- Water resources from rain water of around 74 Million m³/year and only 50% of it is currently being used.
- Environmental tourism, beaches and attractive natural reservation areas.
- Purity of the underground water, especially on medium and deep depths.
- Places for medical tourism like (Al Dakrour Mountain, springs and wells in Siwa)
- The UNESCO Biosphere reserve at Omayed plays an essential role in preserving biodiversity of flora and fauna species of the eastern part of the North West Coastal habitats since 1986. It is located 83 km west of Alexandria on an area of 70,000 hectares, and includes a research center.
- Clean Environment and pollution-free products which are not available in the neighbouring governorates.
- Natural Gas of an estimate of around 13.4 Trillion m³

3.2.4 **Spatial and geographical potential**

- Good connectivity with transportation modes and regional roads (Coastal Road and Wadi El-Natrun Road)
- Availability of land suitable for urban development in the area that do not have conflict with other uses (such as agriculture, mining, tourism, industrial,...etc)
- Availability of development and growth support Infrastructure (roads- airport at El-Alamein – Railway to Matruh – Electricity Power Plants – Water Network – telecommunication Network, etc...)
- Availability of different Economic activity basis.
- The developed coastal zones as Tourism centres.
- Existing development of Hotels, Resorts and beach services (yacht marinas...)
- The governorate will have an important role in the future to maintain the link between national quarterback, the western countries and the north of the Mediterranean basin countries.
- High growth rate (3.9 %) reflects the untapped potential of the governorate in attracting the population of the valley, which is densely populated (population size only 3% of the total territory).

3.3 **Current Development Sectors & challenges facing the NCR**

3.3.1 **Development Sector in the NCR**

Development potentials are quite considerable, as they include:
3.3.1.1 Agriculture, Rangeland and Fisheries

- The agricultural sector in the coastal region dominates the area's economy. Based on data from Matruh Governorate Information Center, it is estimated that at least 80% and 40% of rural and urban labor force respectively are engaged in agricultural and pastoral activities. Total domestic production of agriculture and livestock amounts to L.E 165 million, of which 60% is derived from livestock and pasture activities.
- Based on information from the Ministry of Agriculture and Land Reclamation (1988), there are different productivity classes of soil which shows crops that can be planted and the available areas for them.
- The main crop of the development area is barley, which is well adapted to climatic conditions. The area cultivated with barley is about 135,000 feddans on average (MRMP). Besides, the major tree crop is fig as it is highly versatile crop for the NWC environment, it covers about 40,000 feddans.
- Irrigating at least 100,000 feddans of arable land by Hamam. Canals -water in Hamam., Alamein and Dabaa areas.
- Ameliorating rain-fed cultivations (barley-orchard trees- vegetables) by building on other previous and current experiences (Qasr project, FAO, and others).
- Exploiting the high-value of some plant species in medicinal and aromatic use, through propagating these species and establishing related extractive industries.
- Processing fruit tree cultivation, mainly figs and olives (e.g drying, extracting, and packing).
- Enhancing production of dates and orchard cultivation. in Siwa Depression and Om El-Saghir by controlling water to and salt accumulation in these areas.
- Expanding range lands and livestock production development projects. Which benefit from the Bedouin’s wide experience. The irrigated areas could contribute in producing fodder to compensate for shortage in pasture plants during dry seasons and summer
- Exploiting fish resources along the coast by improving efficiency of fishing ports in Matruh and Salloum, in addition to undertaking marine and lagoon fish farming projects in basins or cages.

3.3.1.2 Industry

The area is characterized by SME industrial settings concentrated mainly in Mersa Matruh and Hammam cities. More than two-thirds of the industrial labor force is engaged in food processing and agro-based industrial activities such as pickling of olives, oil extraction, drying of dates, figs and mint. The share of the industrial sector in the national economy is very modest, despite vast opportunities for industrial development

- Quarrying activities: the area has abundant mineral resources of which the most important are clay, limestone, salt, dolomite, gypsum, marble, and bentonite (table 5). The latter is of particular significance as it is highly required in civil construction and oil extraction (fig_ 20). However, current extractive activities are conducted in only 68 quarries with a modest annual production of 2 million.
- Manufacturing: very few industries based on mineral resources are currently available. Their expansion could act as a foundation for an industrial base in the area. Examples include gypsum boards, Silica, Chlorine, Caustic
- Handicraft industries: these include carpet, wool products (spinning, dyeing), leather product, tents, necklaces, wood product based on palm leaves and ribs, silver ornaments and small agro-industries.
- Oil and gas: The estimated reserves are 4.8 billion barrel of crude oil and 13.4 trillion cubic feet of natural gas. Most of current production is conveyed and processed in industrial complex in Alexandria. The Western Desert, contributes at present by about 14% of Egypt’s total oil and gas production.
Investment in this field is expected to boom in the coming few years and this could represent an ample opportunity for the development of petro-chemical industries and power generation projects, provided the provision of adequate industrial infrastructure and linking networks.

3.3.1.3 Tourism

During the past ten years, the tourism sector witnessed an enormous growth, and is considered today the second most in-important economic activity in Matruh Governorate, following agriculture. It has played a major role in the area's transformation and link with the rest of Egypt.

- The North West Coast has become one of the major destinations for domestic tourism. The Bedouin, their livestock raising, and their old and new agriculture are hardly noticed by most vacationers.
- According the Matruh Governorate information center, the average number of visitors' nights is 184,000, with an average length of stay of 3.3 night/visitor. Occupancy rates are relatively low due to high seasonality, and lack of diversity in tourism products.
- The UNESCO Biosphere reserve at Omayed also assist in the public and local environmental awareness, as well as promoting scientific research and resource management.
- In 2002, another protected area was declared, the Siwa reserve, located on some 80,000 hectares, and include parts of Siwa Depression and the western part of the Qattara Depression. In parallel efforts are conducted in order to declare Siwa as a Cultural Heritage. However, the Siwa reserve will require in the near future both financial and technical assistance for its management and promotion.
- Several sites are also suggested by the Egyptian Environmental Affairs Authority (EEAA) to be declared as reserves. The most important are: Qattara Depression, Ras El-Hekma, El-Qasr, Showel., Sallum and Um El-Ghuzlan.

3.3.2 Challenges facing the development of the North Coast:

- The existence of landmines and unidentified solid objects remaining from the WWII which are widely spread over the North Coast and its desert hinterland.
- The mono-pole development that is currently existing which is resembled in local tourism activities.
- The restriction of development on the slim and shallow coastal shell without any echoing on the desert hinterland
- Shortages in public utilities when it comes to comprehensively covering the secondary areas with the massive spatial expansion of the NCR.
- Weak engagement of local society in the development activities.

3.3.2.1 National Issues

Egyptian economy suffers from a number of structural imbalances which impede development efforts and affect socio-economic performance.

The most prominent of those are concerned with the disparity between population and land resources, as the majority of the population occupy a mere 5 % of the country's total area.

This is also the labor market imbalance caused by the discrepancy between the rapid growth in population and job opportunities, with an unemployment rate as high as 9-10% of the total work force.

Furthermore, there is imbalance in the income distribution with almost 26% of the total population under the poverty line, despite the improvement of the National Human Development Index (HDI) from 0.648 in 1998 to 0.680 in 2001.
Other structural imbalances do also prevail. Among these are:

(i) The domestic resource gap with a saving ratio of 10-11% in contrast to investment ratio of 16-17% of GDP (2001/02), causing sluggishness of economic growth;

(ii) The external resource gap, with exports accounting for nearly 8% of GDP in Comparison to 17.5% for imports (2001/02), aggravating the balance of payments deficits.

(iii) The notable regional income disparity, with urban governorates enjoying a per capita income almost double that of other governorate as revealed by the human development Report of 2003.

3.3.2.2 Gaps in the Regional Planning Process

- The weakness of local participation in development efforts.
- Mono-activity based economy as the economy there relies mainly on tourism.
- The shortages in drinking and agriculture water, as well as the sensitivity of the coast for the pollution expected from desalination plants of the tourist villages which spread along the coast.
- The lack of information about the waves and coastal currents its amounts and the direction of movement of the sediments in the coastal areas.
- Hence, that issue needs to be taken into account in the engineering structures. However, the general equilibrium of the Earth's surface is suitable for all installations.
- Inhabitants in most of the centers use primitive ways to get rid of sewage rate which causes pollution.
- Salt Mines problem and agricultural drainage in Siwa.
- The absence of clear borders to specify the landmines influence zone, which endanger the population of the surrounding areas.
- The squatting of the governorate land.

3.3.2.3 Local Issues

Likewise, the North West Coast and its inland desert suffer from a fragile socio-economic structure, with a modest contribution to the country’s GDP (table 2).

In brief terms, among the main development issues and challenges confronting the study area are the following:

- Meager population size of no more than 250,000 inhabitants, which represents about 0.4% of Egypt’s total population, with imbalance distribution among districts (fig.11).

  - Very low gross population density not exceeding 1.18 p/km2 (in contrast to 740.7 p/km2 in urban governorates; 867.8 in Lower Egypt, and 97.8 p/km2 in Upper Egypt). Matroh has the lowest population density after the New Valley governorate.

  - Small urban settlements along the coastline, with scattered Bedouin communities in the hinterland.
(fig. 12a)

• Poor infrastructure facilities.

• Inadequacy of social services (fig. 12c) (e.g. high maternal and infant mortality rates) (e.g. illiteracy rate as high as 45% of population (15+) with secondary or higher education not exceeding 17% in 2001)

• Low status of women as illustrated by insignificant contribution to the labor force (6%), and low percentage of female (15+) with Secondary or higher education (11%). The ratios are less than half the corresponding national average.

• Relatively low Human Development Index (HDI) of 0.661 (which is below the National average), particularly Neguila. and Barrani districts (table 3)

• Fragility of the economic structure (seasonal tourism, limited industrial activities, small scale enterprises, volatility of agricultural products).

• Devastating effect of landmines on the development of potential areas and the safety of local inhabitants and travelers.

• The lack of trained labors.

• The presence of traditions that controls the women work in some areas.

The current interest in the urbanization of the North West Coast and its Inland Desert would effectively contribute to overcoming the previously mentioned imbalances. This would take place through attracting large population to settle in the study area. Such population movement would in turn help to re drawing Egypt’s population map in favor of desert areas away from the narrow Nile valley strip.

By offering numerous job opportunities in the proposed activities, unemployment rates would decline. The narrowing of income disparities among regions would also alleviate the poverty problem in neglected areas.

<table>
<thead>
<tr>
<th>District</th>
<th>I-EDI</th>
<th>HDI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alamien</td>
<td>0.695</td>
<td></td>
</tr>
<tr>
<td>Hammara</td>
<td>0.685</td>
<td>Sallum 0.632</td>
</tr>
<tr>
<td>Matruh</td>
<td>0.679</td>
<td>Negila 0.599</td>
</tr>
<tr>
<td>Dalaa</td>
<td>0.649</td>
<td>Barrani 0.558</td>
</tr>
</tbody>
</table>

3.3.2.4 Fair Housing and Equity Assessment

• The development efforts was always focused on the coastal parts instead of the North Coast hinterland desert.

• The problem of overlapping in land parcels Client ship especially in the coastal strip which threaten development and investment opportunities.

• There is no sanitation projects in the countryside.

• There are risks facing the province on its western border where the smuggling of weapons and drugs take place which threat the security and integrity of the country.

• Low reading and writing rates, in addition to the deterioration of some educational facilities.

3.3.2.5 Challenges facing Transit-Oriented Development

• The reliability of governorate and its cities to a great extent on the city of Alexandria - the first pole in the region.

• The scattering of urban communities on the coastline and the desert.
The HDI is reduced slightly from the general average of the Republic (0.735).

Decline in the workforce (29.6% of the population +15), the deification in the number of the employees having scientific and technical professions.

There are many risks facing the governorate on its western border where the smuggling of weapons and drugs. Hence, there is a threat to the security and integrity of the country.

Pollutants arising from the ports are mainly hydrocarbons. Besides, pollutants arising from the combustion in El Alamein port for oil shipping.

Some pollutants as hydrocarbons arise from the existing agricultural areas, especially due to the wind of suspended particles during blowing operations and settlement processing. The presence of ground fault in some areas.

Land mines problem and its concentration in Al Alamein.

3.4 Current projects at NCR:

3.4.1 Dab’aa Nuclear Power Plant.

This came as a result of the increase in the demand of energy and electricity due to the rapid population growth, industrialization, the desire to improve the standards of living and the lack of reliable sources of energy as well.

Although it is possible to generate electricity from the renewable sources of energy but they are still not very economic sources for electricity generation and must be complemented with other sources.

So it was realized that the nuclear energy is an economically appropriate competitor and viable one, besides promoting technological development and stimulating social and economic progress. Hence the desire for establishing a nuclear power station in Al Dabaa has increased and is now in due development to be realised soon.

In Sep. 2006, a national debate assessed the feasibility to use nuclear energy. Consequently, the president declared the strategic decision; to construct a number of nuclear power plants for electricity generation in Oct.2007.

However, the Cabinet decided in June 2011 to postpone tendering process until the election of new parliament after the recent social and political situation in Egypt and Fukushima Accident. Some of local residents protested and broke into El Dabaa site making some damage on the existing facilities and services in Jan. 2012.

After several meetings with the residents, they decided to hand over the land to NPPA through the ministry of defence and a common understanding has been reached with residents that the site shall be used only for the construction of nuclear power plants. Also, it is agreed on taking the necessary procedures to compensate those affected from the project, and to develop the El Dabaa region.

The undergoing region development activities focus on building of an integrated city consisting of housing complex for both the residents and NPPA employees equipped with the necessary services and infrastructure and the NPPA staff assessed the occurred damages, re-established the main offices and resuming the work on the site.

3.4.2 El-Alamein New City.

Based on the information extracted from the TOR recently tendered for the Planning of the New City of Al-Alamein, it was obvious that the establishment of a New City in the location of Al-Alamein represents mainly the core regional development component in the national strategic plan 2050. Furthermore, the conceptual design for the city aims to guarantee an applicable practical development strategy, which targets increased economic gain in relation to Al-Alamein City and the
respective hinterland, connecting with the existing city in an integral manner. Moreover, it was mentioned that, the location was carefully selected in the northwestern Mediterranean coastal area, as the main boundaries of the suggested site of the Al-Alamein New City located at the north-west coast between km 93-106 along the Alexandria-Marsa Matruh road, south of the coastal road. The allocated area for the New City of Al-Alamein is around 88538 Feddan.

On the other side, the studies and researches show that the special attention paid to the study area is due to the fact that, it is one of the few areas in Egypt that can attract population surplus from the overcrowded Nile valley and can provide opportunities for economic and social development as well as job creation. In addition to that, the study area is well connected to the rest of the urban centres and the surrounding regional communities, as shown in figure (1.4).

Figure (1.4): The Egyptian National Spatial Development Plan 2050

Source: (Ministry of Housing, Utilities and Urban Developments - General Organization for Physical Planning, September 2007)

Thus, as it is widely mentioned in the TOR that the planning of Al-Alamein New City will introduce a paradigm shift in the planning of New Cities in Egypt. It requires a new approach in order to be planned, it is mainly depends on investigating the future conceptualizations for sustainable Egyptian cities under the current conditions and taking upcoming challenges into consideration. In general, the location of the Al-Alamein New City is characterized by special features which is the reason for the selected this site, as shown in figure (1.5).
3.4.3 Reclamation of Desert Land (1 Million Feddan).

3.4.4 The National Roads Plan (NRP)

3.5 Special project issues

3.5.1 Water Resources

The water resources in the development area include the following:

Winter Rainfall, mainly on the coastal area. According to Shata estimates (2002), more than 40 million m$^3$/year are available from this rainfall in form of runoff water. Only half of this amount is currently
utilized by water harvesting constructions, some of them dating back to the ROMMEL times. The remaining amount usually seeps to the sea and the coastal depressions. If water conservation works are constructed at suitable locations, the sheet runoff can be successfully used for land irrigation (MRMP -Matruh Resource Management Project).

Shallow fresh and brackish groundwater, Available mainly along the coastal strip, in form of regional water table, locally developed as lenses in the coastal ridges and dunes (fig. 14). Its occurrence depends on the recharge of shallow aquifer by the local rainfall the use of this water in agriculture is currently very limited (10 million m3/year), due to the past over pumping and deterioration in water quality.

However, carrying out ground water recharge projects with adequate management of water resources can expand the groundwater usability to 50 million m3/year. The pioneering experience of both Qasr Rural Development Project and the MRMP in this field should be considered and extended to other locations.

Deep groundwater (Nubian reservoir), found in hinterland depressions (Siwa and west Qattara). Based on studies by the Ministry of Water Resources and Irrigation. (2001), Ministry of Reconstruction (1991), and CEDARI pool, Shata (2002) estimates the available amount for use from this reservoir to be about 100 million M3/year, whereas 10 million m3/year are only utilized. However, caution in the use of this resource is highly advised because of its non-renewability.

Nile water, conveyed to the eastern part of the development area through open canals (Nasr, Hammam Extension of Hammam canals) So far, the government has invested an amount of LE 845 million in the excavation of these canals and the provision of basic infrastructure. Over LE 100 million has been invested in public works relating alone to the Hamm= Extension Canal.

In general, water resources in the development area require better management and coordination between stakeholders in order to enhance and expand water harvesting techniques in the western part, and support infrastructure expansion in the eastern part. This in turn can provide sound basis for other development schemes.

3.5.2 The landmines and UXOs problem:

One of the key constraints that face development in the area and hamper the realization of aspired goals is the presence of mines as the Second World War residues. The presence of huge amounts of mines and unexploded ordinances (UXO) – nearly 16.7 million remaining – spreading over a vast area of about 248,000 hectares, constitutes a major obstacle confronting the implementation of many of the development plans.

The location of the huge amounts of mines and UXOs, especially near the main urban settlements and potential development areas (Alamein, Dabaa, Matruh, Sallum) not only impedes development efforts, but also causes continuous threat to local inhabitants. According to the Military Forces, about 700 persons were killed, and more than 7.600 were injured because of landmines accidents. Several incidents were also recorded in unregistered landmine areas.

Inspite of the great efforts exerted by the Egyptian Military Forces since 1983, in minesweeping-infected areas, there are still 16.7 million mines and UXOs spread in areas exceeding 248,000 hectares. Based on the Military Forces estimates, the cost of disinfecting the remaining areas is around US 250 million.

As depicted in previous studies that about 73% of the remaining mines are concentrated in Alamein and its southern extension to Qattara Depression. The amount of land mines and UXOs in this area is estimated to be 12.3 million spread over 147,100 hectares.

Mines also exist in relatively limited amounts in Ras El – Hekma / Matruh (about 1.34 million).
However, they are more spread over an area of matruh city and suburbs, which are the main urban agglomerates and densely populated areas in the governorate. Mines also exist in Barrani/Sallum area, located at the western boundaries of Egypt. This area ranks second in number of mines and UXOs (over 3 million), on an area of 44,770 hectares, Furthermore, small number of mines and UXOs exist in East Alamein on an estimated area of 1200 hectares.

3.5.3 Al Qattara depression:

Al Qattara depression is about 19,500 km$^2$ area, it's nearly triangular shape and its peak towards the north east, its base extends towards the south also it is located under the sea level by an average depth of 60m. Besides, it considered to be the largest, deepest and closest to the sea as it is 60 km away from the sea.

Many projects were supposed to be held to exploit Al Qattara depression like Al Qattara depression flooding project, this project depends mainly on using tunnels to connect the depression with the Mediterranean sea which was believed to work on moderating the local climate also it was supposed to be a great source of water for generating electricity, agriculture, fishing and water based industries. Although many studies were done to exploit Al Qattara depression but all these studies still un activated as a result of the lack of adequate funding resources and the fear of salt water intrusion into the aquifers.

3.5.4 Solar energy in Matruh Governorate:

The Egyptian Government has announced plans to invest up to $1 billion to develop several major solar energy projects''. This comes as welcome news, as Egypt battles against energy problems that will take years to fix.

Consequently, many studies where done in order to estimate the efficiency of solar power usage in Matruh as a result of the need for preserving the Bedouin communities also to provide the remote communities and roads with electricity besides providing innovative solutions that will lead to the achievement of social and economic stability especially in some communities in the Western desert that suffer difficulty in being connected to the electric power suppliers grid like Haqfet Elgallas village in the Western Desert of Marsa Matruh where people used to use gas-lit light bulbs. However, Philips Egypt and Shell Egypt partnered up and installed solar panels in Haqfet Elgallas village that now light up around 15 houses and one school there. They also installed two solar light centres that will provide lighting to the streets as well as a football stadium.

On the other hand, The UAE is carrying out a solar energy project in Siwa, which will be finalized at the end of this year. The production capacity of the project stands at 10 megawatts and it will be linked with the national grid to provide Siwa with electrical power. The project will meet the electricity needs of more than 6,000 houses and public facilities.

Also, 50 lighting pole were installed to illuminate the way from the beginning of the new customs towards Al Salloum city road for a distance of 1.5 km, using solar energy at a cost of one million pound funded by Matruh governorate within its initiative to find new alternatives for energy saving and lighting far communities from power supply grid.
3.6 Vision and Goals for Sustainable Development in North Coast Region (NCR)

Developing the North Coast Region to accommodate around 35 Million Inhabitants from the expected nationwide population increase until 2052. This is to expand the populated area of Egypt from the currently very limited area to new Inland and Coastal Development Regions with Fast Track Measures to be implemented until 2020.

Achieve an Integrated Development Process between NCR and other Regions to ultimately contribute to the National Development Plan, especially the Reclamation of Desert Land Project and connecting with the National Development Corridors Plan.

The Target Output is a Process Oriented Plan that dynamically integrates all development sectors in time bound linked development ensuring efficient and effective use of financial, human and natural resources and creatively propose implementation tactics (ex. Public private partnership, introduce governance system, spatial operational regulations, etc. …..)

There is a need to maximize the benefit of the location of this unique region as the interface between Egypt and Europe and also to support it as one of the important entry points to the African continent, which as well act as a region that intersects two major international axes. They are the development of the international transportation axis from Cape Town South to El-Alamein North passing through the heart of Africa as well as the importance of the region as a border that acts as the Gate to Egypt from the West from North Africa Countries.

In the following section, the goals under this vision are proposed as working framework.

3.6.1 Economic Goals

- Integrating the NCR with the world economy especially with the Arab and the Mediterranean countries.
- Ensuring optimal utilization of economic resources in this region to provide nationally and internationally competitive economic entities.
- Increasing national revenues.
- Introducing new and supporting existing economic activities as Growth Poles in harmony with population characteristics and availability of resources.
- Attract Foreign Direct Investments (FDI) by providing business friendly environment.
- Judicious land management policy for being the most valuable resources in the NCR.
- Job generation and increased employability options.

3.6.2 Socio-Cultural Goals

- Supporting social equity in access to Housing, infrastructure and social services.
- Human Development Plan for the North Coast Urban Centres.
- Introduce a significant and measurable enhancement in the quality of Life of the inhabitants.
- Encourage the participation of the local community and women in the development process.
- Preservation of the Bedouin heritage.

3.6.3 Environmental Goals

- Enhance and develop the use of Renewable Energy in existing and new communities in NCR.
- Introduce and develop a Water Management System which maximizes the use of available water sources and prioritize development activities based on efficient and sustainable use of water systems and resources.
• Achieve environmental improvement and resource conservation.
• Enhance resilience of the region towards climate change, natural hazards and risk management.

3.6.4 Urban Development & Governance Goals
• Propose an Integrated Spatial Development Plan for the whole region identifying economic projects, urban development of existing and new communities and social development programs.
• Develop internal and organic cross sectorial linkages and interdependencies in land use and ownership patterns to ultimately Ensure Complementability and Diversification of existing activities.
• Propose a development phasing strategy including cash flow, human resources & population, natural resources and governance strategy.
• Strengthen regional connectivity and relation between the NCR and the other governorates.
• Development of integrated transportation plan between different elements of the region and guidelines for local transportation modes.

3.7 Project description
The Egyptian North West Coast and its desert hinterland are endowed with natural resources that could play a role in serving the country in multifaceted activities, some of which are on the top of the government agenda, such as tourism and agriculture. The special attention paid to the study area is due to the fact that it is one of the few areas in Egypt that can attract population surplus from the overcrowded Nile Valley and can provide opportunities for economic and social development as well as job creation. The entire area has great potential to attract investment, whether in tourism, agriculture, or industry, in addition to its year-round moderate climate.

The mission in hand, and based on the above vision and goals, the main task of the consultant is to validate stated vision & propose while putting forward master planning for the whole region and action plan for pilot projects (as stipulated later) that optimize the use of resources in the region and provide a roadmap for the integrated development of the region until 2032. Therefore, requests various objectives that needs to be developed by the consultant and at three terms: short, medium and long terms. This should also include contribution to Policy, Programs, Plans and Projects in the region and the surroundings.

The project area lies in a bigger region which should be considered in the development. The wider region represents the area stretching at the north-west coast, as it typically extends 465 km along the Alexandria-Marsa Matruh road, south of the coastal road. It also extends south to include El-Qattar Depression and Siwa Oasis. The boundaries of the suggested study area represents around 22% of the total area of Egypt.

3.8 Scope of consulting services
The development strategy should adopt both internal and external development orientations, i.e. catering for internal as well as international markets and competitiveness, for that the development approach should be balanced where different economic sectors as well as human resource management are catered for.

The consultant is requested to develop the criteria for the prioritization of development alternatives and options both sectoral and spatial in the NCR, while defining the Spatial Distribution of Development by identifying poles of growth as well as development corridors within the region and also to consider its linkages and connections within neighbouring regions.

The consultant is to consider and identify the required Institutional setup and organization needed for
the management of Development in the region as well as implementation mechanism and procedures, also developing and proposing steps and working plan after the strategic planning until the implementation of the pioneer and pilot development projects.

The consultant is to identify the development links, relationships and dependencies between the NCR and other regions and especially the neighbouring regions such as Alexandria, Delta and Greater Cairo regions to the East and the New Valley to the South to ultimately develop these regions within the national development framework.

3.9 Phases and Activities:

The assignment is composed of four main phases, which are:
Phase 1: Objectives and Baseline Data
Phase 2: Development Strategy
Phase 3: Master Planning
Phase 4: Action Planning

These phase consist of activities achieving it, detailed as follows:

3.9.1 Phase 1: Objectives and Baseline Data

Given the richness of studies currently existing on the Coastal zone of the North Western Coast of Egypt as well as other parts of the NCR, yet scattered and mainly sectorial, the aim of this phase is to consolidate all previous studies, update them and identify geographical and sectorial gaps.

3.9.1.1 Activity 1.1: Verification of Vision & Setting Development Objectives

- Consultant shall conduct interviews with stakeholders including representatives from different ministries, authorities, etc. to understand aim of each party and hence conclude integrated vision, mission and objectives of the development.
- Consultant shall review existing plans and summarize key issues and shall review the current legal framework relevant to different development activities and to the Governing authorities
- **Outcomes**: this part shall be concluded with the Inception report including:
  - Vision, mission and objectives of the development.
  - Legal framework baseline state.
  - Outline methodology to be followed during the study to achieve objectives.
  - Contents (headlines) of study different parts.
  - Questionnaire listing Consultant’s queries and data required from different ministries and authorities enabling completion of the Master Plan.
  - Required Site visits schedule for approval. (this should be known from the very beginning in order to be included in the price)
  - Define Vision & Develop Strategic objectives for the Development of the Region.

3.9.1.2 Activity 1.2: Site Assessment Summary: Natural and Human Resources Database

- The study shall identify key findings of the site assessment, describing the strategic and local context of the site.
• Review of territorial and economic potential of the North Coast Region identified by the Cabinet Secretariat

• Market Study and User Analysis. This shall entail an assessment of the market trends, demand-supply analysis and projections, user profiling and preferences, and an examination of competing or comparable developments to determine the most appropriate usage and the recommended market positioning.

• Consultant shall develop a geological database for minerals existing in the Survey Area based on the official geological data to be availed by the Egyptian Mineral Resources Authority (EMRA).

• Consultant shall use official data submitted by EMRA otherwise, in case Consultant has data in hand that he aims to use, Consultant shall submit this data for approval by the Client before considering this data as official.

• It is the Consultant’s responsibility to validate official geological data with international codes and carry out a gap analysis thus confirming sufficiency of and taking necessary action to completing data for the Master Plan bearing in mind that two levels of confidence for mineral resources are foreseen in the geological database:
  – Occurrences or non-coded data: will be the basis of the study for most of the minerals/locations within the Survey Area.

• **Outcomes**: issues such as – but not limited to – the following shall be addressed, in the form of text and maps:
  – Topography of the area
  – Landscape characteristics
  – Climate analysis
  – Storm water drains
  – Surface water
  – Sources of underground water considering both distributed renewable aquifers and non-renewable aquifer.
  – Air pollution sources
  – Nature reserves
  – Restricted areas (as advised by Ministry of Defence)
  – Geological data classified in respect with locations including coordinates, orebody model showing the orebody shape, tonnes, and grade available in addition to geological level of confidence.
  – Topographic maps 1:250000 and geological maps 1:250000 (or 1:100000 for some areas as available) shall be attached with the report covering the entire Survey area.
  – Implementation of these final data on GIS digital system.

3.9.1.3 Activity 1.3: Status of Past, Ongoing & Planned Development Activities

• The Steering Committee will provide the available data relevant to existing activities relevant to different sectors of the study to the Consultant who will by turn confirm and complete data and include it in his report.
• Consultant shall carry out a survey based on collected data and site visits for the existing activities in order to integrate them in his study.

• Analysis of the needs assessments and surveys of the current and proposed Uses including Tourism, Industry, Agriculture, mining, Commercial and logistical activities and surface and transport services' capabilities

• Analysis of the current spatial organization and relationship with nearby areas

• Outcomes:
  • The consultant shall include the results of the survey in a descriptive report with all necessary supporting tabulation and statistics. Report shall highlight deficiencies and disadvantages of different activities that have to be avoided in the master plan. Report shall be itemized by sectors as follows:
    - Baseline data collected for different sectors (excluding minerals database).
    - Minerals extraction activities within the Survey Area: production volumes, downstream activities on site, sources and consumption of utilities, logistics and transportation of products and labor, environmental aspects being followed, labor size and locations where they residence, etc.
    - Industrial activities at the North Coast Region: production volumes, feedstock sources and quantities, types of products, sources and consumption of utilities, logistics and transportation of products and labor, environmental aspects being followed, labor size and locations where they reside, etc.
    - Agricultural activities at the North Coast Region: areas utilized, produced Plants, labor and products transportation facilities, sources and amounts of irrigation water being used, etc.
    - Touristic activities and locations at the North Coast Region: nature of current touristic activities, capacity of residential units, current tourist services (ports, airports, marina and recreational services), available archaeological areas, etc.
    - Urban areas at the North Coast Region: current population within the survey area, capacity of educational institutes, hospitals and recreational activities, etc.
    - Utilities and transportation Infrastructure within and at the boundaries of the North Coast Region studying its current status and available surplus that may be utilized in the area.
    - Social: socio-economic and demographic context of the area, etc.
    - Benchmark analysis for similar activities in other developed and developing countries around the world highlighting comparative examples for each activity and introducing gaps (Benchmark gaps).

3.9.2 Phase 2: Development Strategy

This phase is mainly targeting identifying market and societal opportunities both internationally and nationally. It draws on previous and available studies but goes much deeper and wider to international experiences from a competitiveness approach to define the points of strength in the region and round up the development around it and link it to time and milestone and also link different development lines and sectors together to form a comprehensive integrative development framework for all sectors and all over the region. It targets setting initial list of development projects based on market research that is supported with techno & Socio-economic Studies and end up with phasing and complementability assessment of development process and product.
3.9.2.1 Activity 2.1: Portfolio of Initial Development Projects

- Consultant shall include existing, future and potential projects for the development of the North Coast Region.
- Consultant shall analyse baseline data and conclude gaps need to be fulfilled enabling to achieve vision of development (Vision gaps).
- Consultant shall carry out an assessment to define potential projects to fulfil gaps (Vision and Benchmarks) in different sectors based on available resources in the North Coast Region. This assessment shall be extended to include minerals within the survey area.
- Projects shall consider sectors integration in addition to sustainability of resources.
- **Outcomes:** Portfolio of potential projects in different sectors defining production volume or services provided of each. Integration between projects shall be highlighted.
  - Gap analysis of vision versus current state of the area.
  - Possible mineral extraction business units inside the NORTH COAST REGION.
  - Industrial projects covering production of minerals intermediate and final products (for Minerals within the Survey Area), agricultural industries based on plants to be cultivated in the area, waste recycle industries to produce biogas and fertilizers, small-scale industries to attract small-scale investors, etc.
  - Agricultural activities defining products such as plants with high economic value, plants with export potential, establishment of fish farms through aquaculture beaches in the region, etc. Validation of recoverable space for cultivation shall be determined using GIS and through the study of morphological characteristics of land in addition to evaluation and classification of lands according to the International Classification.
  - Touristic projects based on the possible residential units and hotels that can be established and by extending integration of tourism programs with beach safari including beach tourism, diving tourism, health tourism, snorkelling, water games, Safari Mountain, eco-tourism (mountaineering) in addition to religious shrines, monuments, historic mining sites, etc.
  - Urban zone development projects addressing the aspects of urban planning sustainability, development strategy and social development framework throughout the 30 years development period, urban patterns (scattered/compact development, Eco development, etc.) and ensuring complete range of services (educational, recreational, etc.).
  - Trading activities and free zoning taking advantage of the NORTH COAST REGION location on the Mediterranean. Consultant shall define types of products and services that can be presented including storage, packaging, value-adding, logistics, etc.
  - Supporting services such as laboratories and other necessary technical services in such a way to cover the industrial minerals exploration and exploitation requirements.

3.9.2.2 Activity 2.2: Domestic and International Market Research

- Consultant shall conduct a market research to categorize economic opportunities (including minerals, industrial, agricultural, touristic and all relevant activities) within the Survey Area and its downstream intermediate and final products from the market demand perspective, selecting a First Category Set of Minerals (inside the NORTH COAST region). The Client shall approve this selection before the Consultant can proceed with the study.
• The market research shall also cover projects portfolio including products and services from industrial, touristic, trading and agricultural projects. Consultant shall rank projects in all sectors of development from the market demand perspective.

• Consultant shall define a Benchmark analysis as a guide in defining development alternatives studies

• Consultant shall hold stakeholders analysis in different sectors.

• Consultant shall highlight opportunities to enter new markets and mechanism to enter them.

• Develop alternatives for the Development of the North Coast Region:

• Identify priorities for different regional development Scenarios to offer an attractive destination to the target population and offering them suitable jobs, services and utilities.

• Define Strategic objectives and priorities for NCR Local and Foreign Inward Investments priorities and spatial development programmes.

• Analysis of the potential key Development sectors and value chain

• Competitive positioning research nationally, regionally and worldwide

• Determine attractiveness of North Coast Region for potential industrial and Tourism investors
  • Identify at least three conceptual options for regional development and investment.

➢ Draw up at least three development Scenarios and select a preferred option

Evaluate the conceptual options using a SWOT (‘strengths, weaknesses, opportunities and threats’) Analysis and other evaluation methods, as appropriate such as supply-demand model.

Prepare an economic development strategy and a social development framework through preparation of the regional development strategy and action plan for the period up to 2052 including:

  • The strategies and policies to guide the North Coast Region’s long-term growth and development

  • Outcomes: The research shall cover the following aspects for each of the minerals, products and services introduced by the projects portfolio:

    – Global and Local demand and future forecasts over the project lifespan.

    – Information about target markets including market share estimate, market entry barriers, window of opportunity to enter the market, regulatory restrictions and competitive analysis.

    – Potential market shares.

    – Price forecasts over the project lifetime.

    – Stakeholders consultation strategy

    – Strength, Weakness, Opportunity and Threats (SWOT) analysis concluding First Category Set of Minerals and Ranking projects of different sectors from market demand perspective.

3.9.2.3 Activity 2.3: Techno & Socio-Economic & Studies

• Consultant shall carry out techno-economic studies (excluding market research) for each of the business units introduced in the project portfolio. Level of study shall differ according to sector and priority as follows:

  – Extraction units for First Category Set of Minerals: Scoping studies (please refer to Scoping study description in appendix 1).
- Extraction units for other minerals: Pre-evaluation study (based on minerals occurrences).
- Industrial, agricultural, touristic, trading, etc.: Pre-feasibility studies.

- Results from these studies shall ensure preliminary feasibility of these units or, for some cases, exclude non-feasible ones from the master plan study.
- Studies shall help to conclude phasing strategy which will enable GoE to issue invitation to bid for project licenses in the correct timing. In addition, studies shall support promotion of these projects to investors.
- Define a phasing and implementation plan for developing and investing in the development proposals shown in the proposed Regional Development Strategy and Plan, coherent with the Development Implementation Roadmap
- Determine implications on the real estate market development (housing, leisure, community services etc)
- Identify the potential mechanisms and incentives required to optimize private sector investment in the implementation of the proposed Regional Development Strategy and Plan
- Outcomes: studies for each of the business units introduced as a part of the projects portfolio highlighting:
  - Technology adopted and technical description (on a high level basis).
  - Overall area required for the unit.
  - Feedstock requirements.
  - Utilities consumption.
  - Types of products.
  - Labor and job opportunities.
  - Environmental aspects to mitigate pollution.
  - Construction period and starting production.
  - Capex and Opex.
  - Cash flows over project lifespan.
  - Economic evaluation concluding expected profitability, NPV, IRR, ROI, SROI and other economic indicator.
  - Sensitivity analysis.

3.9.2.4 Activity 2.4: Projects Phasing Strategy

- Based on the priorities from the market research and the feasibility of projects, Consultant shall set various alternatives for the phasing of project.
- Consultant shall analyse alternatives hence conclude a scheme of projects phasing that achieves optimum integration of projects and services. One example is to align issuance of invitation to bids for licenses of minerals industrial projects in parallel with these of relevant mineral extraction units.
- Moreover, alternatives shall be analysed from the perspective to quick launch activities in the area based on attractiveness of projects. Consultant may focus in the first five years on Quick win projects with high market potential for the reason to promote investors. Consultant may also consider how to
extensively attract labor at the first five years by introducing reasonable volume of small-scale projects.

- The First Category Set of Minerals shall be the focus of the mineral extraction projects during the first five years of development.
- Develop Implementation Roadmap (phasing strategy).
- Determine the optimal phasing strategy for the industrial investment; defining phases and land development, infrastructure and utilities to be developed in each phase with the objective of achieving self-sufficiency for each.

**Outcomes**: Projects phasing strategy including:
- Alternatives for projects phasing throughout the 30 years development timespan.
- Analysis and comparison of alternatives and conclusion of the project phasing strategy to be followed (to be approved by Client).
- Reasons of selecting this alternative.

### 3.9.3 Phase 3: Master Planning

This phase aims at fixing development projects spatially and geographically and also link these to infrastructure resources, stations and networks. The roads and transportation planning and networks are also studies and illustrated to ensure effective flow of goods, resources and manpower. In order to ensure compliance with environmental and socio-economic aspects this phase also includes the assessment of the proposed master planning on these aspects and develop mitigation and mediation measures. It ends up with detailed development Regulations and Guidelines for all development components sectorially and geographically.

#### 3.9.3.1 Activity 3.1: Land Use Planning

- A key requirement in the comprehensive planning of NORTH COAST REGION is to ensure the correct zoning of activities taking into consideration the foreseen year to year expansion in each of these activities.
- Consultant shall estimate (for the foreseen new settlements) densities, district / distribution of plots, massing and images, green and open spaces, landmarks, amenities and ancillary services.
  - General Physical Strategy for the North Coast Region (Strategic Land Use Plan)
- The character, scale and location of major proposed land uses including, industrial, logistic, services, agriculture, residential, tourism and strategic community, recreation and commercial uses
- Territorial system: Definition of a strategy regarding the spatial and urban relationships between the major land uses proposed
- The strategic transport policies and proposals
- Policies for main urban infrastructure and networks (water, energy, etc)
- Strategic proposals for new utilities
• Character, scale and location of land areas to be preserved
• Mining locations shall include relevant activities and residences.
• Consultant shall consider locating relevant types of industrial activities in a separate zone inside the industrial area. Large against small scale industries shall also be located in different dedicated zones inside the industrial area. All industrial areas shall be friendly to environment.
• Consultant shall take advantage of the long coastal strip to allocate touristic and recreational areas, conferences city, cultural events, and global distinguished Mediterranean Sea port receiving marine tourist, business centre and luxurious residences, etc. The business centre is foreseen to be a global magnetic pole for international firms’ branches and hence shall have state of the art design.
• Urban residential areas shall include different levels of residences to suite all types of habitants and shall include all necessary activities and services in addition to green areas.

Integrated Master Plan:
  • General land use plan (in accordance with the local legal standards and procedures). Including the existing projects such as El-Alamein New City, Dab’aa Nuclear Power Plant, and the reclamation land defined according to the National Plan.
    ➢ Industrial, mining, logistic and transport system areas (includes site analysis and proposal)
    ➢ Residential, Tourism, and Business Parks Areas
    ➢ Agricultural and grazing land uses.
    ➢ Other potential land uses evolving from the suitability studies as well as the market study on supply and demand.
      • Specification of the relations between the land uses (existing and proposed in A.1.7)
      • Urban patterns (scattered/compact development, Eco development, etc)
      • Economic facilities system
      • Infrastructure support base; detailed infrastructure planning, including transport and mobility
      • Utilities support base; detailed utilities planning
      • Detailed proposals for environmentally protected and natural risks areas
      • Geographic description of the phases (on a map using GIS UTM System)

  • Outcomes:
    – Land use plots shall be demonstrated in layered coloured maps classified into the following categories:
      ➢ Mining Lands.
      ➢ Industrial estates.
      ➢ Tourism zones.
      ➢ Agricultural areas.
      ➢ Trading areas including exporting and importing areas.
      ➢ Urban areas including educational facilities, recreational areas,...etc.
      ➢ Community service Land.
      ➢ Business centre.
- Golden triangle coastal strip activities.
- Utilities and Transportation infrastructure.
- Storage and warehousing.
  - Detailed land schedule for each of the above-mentioned categories detailing the land areas required for different types of activities & services projected over a period of 30 years (2015-2045) with supporting document indicating methodology of calculating the land areas.
  - 3D model is required for each development phase.
  - Comparative study for the different schemes of land usage fees in the different sectors with other countries. The study is to indicate long and short-term lease, payment facilities and incentives ensuring reasonable revenues to the Authority.

3.9.3.2 Activity 3.2: Infrastructure Planning (Supply-Demand)

- Consultant shall tabulate utilities demand for projects by type of utilities, consumer type and sector and phase throughout the development timespan.
- The gross available supply of each type of utility from the government inside the boundaries of NCR has to be determined and assessed and a gap analysis shall be conducted to estimate the required infrastructure in order to fill this gap for each type of utilities (distributed over phases of development).
- Definition of the Sustainable Energy Action Plan (SEAP) for the North Coast Region:
  - Clean Energy Strategic Plan
  - Integrated Water Management Plan
  - Waste Management Plan
- Consultant shall estimate required execution periods and capital costs (distributed over phases of development) for required infrastructure projects to fill the gap including:
  - Water supply: water treatment plants, water network, storage and pumping.
  - Sewage collection and waste water treatment: sewage network, sewage recycling systems.
  - Electricity: Electric power plants, transformers and power distribution network.
  - Natural gas: gas regulators, pressure reduction stations and networks.
  - Renewable energy
- Consultant shall recommend the financing scheme to fund utilities infrastructure projects.
- Consultant shall consider the followings:
  - Maximizing the use of rain, ground and distilled water (especially distillation by solar and wind energies) as sources of supply water.
  - To define the specifications of acceptable industrial wastewater that will be allowed for disposal through NORTH COAST REGION public sewage networks and central treatment plants.
  - Electricity demand shall be estimated for winter and summer time during day and night periods enabling load peaks to be defined.
  - The demand for natural gas for both uses as fuel and as a feed stock for chemical and other industries.
- The followings shall be studied under the Energy topic:
Consultant shall carry out an assessment to define energy sources to be utilized in the NORTH COAST REGION including renewable energy (solar, wind and biomass) in addition to coal and shale oil.

Consultant shall study how to maximize the use of renewable energy and incorporate this aspect in his plan highlighting the savings in electricity and natural gas out of this approach.

The use of coal as an energy source within the NORTH COAST REGION shall be investigated and assessed. Proven technologies for coal utilization shall be suggested by Consultant and discussed with ministry of Environment (via Client) before being adopted in the study. As a last resort for coal use, proper mixing between coal and alternative energy to generate the same greenhouse gas emission levels from conventional hydrocarbon based energy sources is also to be considered.

Shale oil exists in the western desert in the GOLDEN TRIANGLE area and may be used for Electrical power generation. The study shall investigate this probability in view of proven technologies to utilize this resource.

For all the above energy sources, Consultant shall give a separate Energy study indicating proven technologies to be adopted, the optimum energy mix to be adopted, optimization of energy use via establishing energy management system (ISO 50001) and a plan how to apply these technologies in a series of projects during the period of the study.

**Outcomes:**

Utilities demand tabulation and phasing.

Gap analysis for the gross available supply of utilities and the future demand.

Utilities infrastructure projects (in phases) indicating capital costs, execution periods and financing scheme.

Selling prices recommendations.

Energy study indicating sources of energy and techniques for generation, energy mix to be adopted, etc.

### 3.9.3.3 Activity 3.3: Transportation Network & Infrastructure

Consultant shall develop land transportation scheme consisting mainly of networks of roads, public transport means, railways and ports. Consultant shall consider integration between all transportation means located in the North Coast Region.

Consultant shall consider projects phasing strategy to conclude the requirement for roads development over the 30 years lifespan bearing in mind projects feedstock rates, production rates, labor and habitants’ size, etc. Roads to be classified into categories according to axle loads, speed, width and other road design criteria. Consultant shall study regional and local roads in addition to roads intersections and relevant services.

Public means for transportation of habitants locally within the North Coast and links with external existing transportation grids.

Railway transportation is to be studied as an alternative route for transportation of raw materials and finished goods via a railway network between mining zones, industrial complex and Ports inside the NORTH COAST REGION.

Ports shall be assessed regarding capacities and capabilities for handling exports and imports relevant to all minerals (not only the First Category Set of Minerals under study) and subsequent products foreseen at this area. A plan for rehabilitation and development of ports in addition to suggestions to establish new ports as needed over the 30 years shall be concluded.

**Outcomes:**
Detailed transportation scheme.
Transportation infrastructure projects (in phases) indicating capital costs, execution periods and financing scheme

### 3.9.3.4 Activity 3.4: Impact Assessment Study

#### 3.9.3.4.1 Socio-Economic Assessment

- Consultant shall study socio-economic effects associated with change in demographics, employment opportunities, income levels, the influx of construction workers and population increase in longer term.
- Consultant shall address issues of artisanal and small scale mining and aboriginal residents.
- Consultant shall conclude Net Economic Value considering existing and potential commercial and non-commercial sectors that depend on the resource. For commercial sectors: product prices before tax less production costs (economic rent); in addition, estimated rent taken by labour / industry. Net of any externalities. For non-commercial sectors: some measure of consumer surplus or amenity above what they are paying. Discussion of implications for natural capital and ecosystem goods and services.

Prefeasibility studies: economic, technical and environmental

- Economic:
  - Determine expected profitability ROCE, IIR, breakeven point, concession payments
  - Investment policy: Construction/operation model: concessions, PPPs (Public-Private Partnership schemes)
  - Develop strategy for the attraction of developers and tenants: Define incentive package for anchor tenants, price of industrial land, infrastructure facilities. economic/financial incentives (tax breaks on corporate taxation, grants, import/export taxes, etc)

- Technical:
  - Develop implementation roadmap (phasing)
  - Define the sequencing and action plan of including key developers and investors in the projects
  - Determine optimal phasing strategy for industrial investment; specifying phases and land development, infrastructure and utilities to be developed with the aim of achieving self-sufficiency for each.

- Environmental:
  - Specification of environmental risks and areas that need to be protected
  - Identification of potential sources of adverse effects on the environment and measures to mitigate these
  - Identification of strategies to enhance sustainability in energy and natural resources management
  - Develop a financial evaluation of the strategies and measures identified above

- **Outcomes:**
  - Economic Impact Analysis: Measuring Economic Development (by sector) by indicating expected economic activity including indicators such as number of existing jobs, potential number of jobs, indirect and induced jobs and income.
- Social and Heritage Impact Analysis: Monitoring specific aboriginal implications including Specific Aboriginal implications that cannot be discussed in the Economic Development and Social Implications sections.

3.9.3.4.2 Environmental Assessment

Consultant shall address the following topics:

- The adverse impact of atmospheric emissions on air quality in and around the area.
- The mitigation of Mines closure.
- Methods for reducing environmental impact of transportation.
- Environmental and social effects of proposed energy based projects on the area development.
- Potential adverse effects on the marine environment and water quality of the Mediterranean Sea and the Nile resulting from the discharge of storm water and treated wastewater from the area.
- Measures aimed at reducing the CO2 emissions and final energy consumption by end users.
- Wastewater management.
- Solid waste Management:
  - Rules for waste minimization in each mining and industrial facility (especially toxic).
  - Depositing of waste, sorting of waste material and compacting material prior to off-site disposal.
  - The waste disposal area off the sites has to be defined and the access road to be preliminary designed.
- The use of coal as a source of energy addressing the followings:
  - Environmental and social impact associated with coal import & transportation.
  - Considerable emissions of carbon dioxide from burning of coal with a long term view on possible greenhouse gas emissions limitations or reductions that might be enforced on Egypt to mitigate global warming.
  - Application of carbon emissions mitigation technologies such as Carbon Capture and Storage (CCS) considering practical and viable implementation in Egypt. Mechanisms for ensuring such carbon emissions mitigation technologies are applied and enforced throughout the lifetime of the projects shall be outlined.

- Outcomes:
  - Environmental Impact Assessment.
  - Environmental Risk Assessment: including Risk levels associated with different scenarios and quantitative and qualitative measures of outcomes on key fine filter and coarse filter indicators.
  - Sustainable energy action plan (SEAP).
  - Environmental sensitivity mapping on GIS.

3.9.3.4.3 Socio-Economic and Environmental Assessment (SEEA)
Consultant shall study the Socio-Economic Assessment and the Environmental Assessment results and then merge them to demonstrate synergies and trade-offs at the overall level by doing the following:

- Assess the environmental viability with a Strategic Environmental Assessment
- Socio-Economic Impact Assessment: The impact of the developments proposed will be estimated with regards to the following indicators: change in demographics, improvement of educational levels, occupations, income levels, unemployment levels, regional economic sector composition in terms of workforce and business numbers. Other, complementary indicators may be included and proxies / stakeholder interviews used, as the analysis will depend on data availability.
- As indicated in B.3.2 forecasts should be provided in the five year intervals up to 2027 and include employment numbers and sector growth estimates (e.g. in terms of business numbers and economic output) for each proposed sector and development area.
- Urban impact assessment: This will describe the number of people who are likely to benefit from the provision of improved infrastructure and urban facilities, and the degree to which the current provision of infrastructure and services (including public transport) and travel-to-work patterns will be improved and diversity of land uses broadened.

### 3.9.3.5 Activity 4.5: Development Regulations & Guidelines

- Consultant shall introduce the approved and most up-to-date practices, technologies and regulations for extraction and beneficiation of Minerals existing in the GOLDEN TRIANGLE.
- Consultant shall highlight regulations concerned with Environmental aspects (including waste disposal techniques) as a result of that production and processing operations. Consultant shall also recommend the HSE precautions that should be followed during these operations.
- The outcomes from this item shall be used as a regulatory guideline in future mining and beneficiation operations.
- Consultant shall identify three pilot pioneering projects that act as examples and catalyst. The pilot projects are to include three types: Industrial, tourism and integrated neighbourhood development.

#### Outcomes:
- Regulatory guidelines for mining and beneficiation operations.
- Based on the Road Map, Consultant shall introduce a detailed master plan for the first five years of implementation (Pilot phase) including overall plot plans for areas dedicated to different activities including:
  - **Mining estates**
  - Industrial estates.
  - Tourism zones.
  - Agricultural areas.
  - Storage and warehousing.
  - Urban areas including educational facilities, recreational areas,...etc.
  - Community service Land.
  - Business centre at coastal strip.
  - Trading area.
  - Infrastructure.
• The plan shall include all necessary details in form of description and drawings enabling GoE to implement this phase. This phase shall be a prototype to be expanded for further five year phases of the development.

• Consultant shall follow international standards and specifications (such as CSI and BSI).

• **Outcomes:**
  - Coloured plots and 3D models for the different sectorial areas.
  - Detailed engineering for the roads, landscape and infrastructure in the different areas (regionally and locally).
  - Basic engineering, cost estimate and implementation time schedule for Golden Triangle Authority Administration Building and Business buildings to be established during this phase.

3.9.4 Phase 4: Action Planning

This final phase takes the Development Plan into action and implementation. For that, it clearly defines the road map and selecting Pilot projects acting as development catalysts. It also develops the legal and organizational changes needed to foster the development in a nonconventional way. It also suggests an overall human resource development for all workforce within the region. The phase finally develop the marketing and promotion strategy for different components of the master plan including preparation of tender documents for selected priority projects.

3.9.4.1 Activity 4.1: Implementation Roadmap & Pilot Project

• Consultant shall integrate projects phasing strategy with utilities and transportation schemes concluding the implementation roadmap throughout the planning period.

• Consultant shall arrange, in form of a schedule, the utilities and transportation infrastructure projects taking into consideration execution durations enabling availability and readiness of facilities before inviting investors to bid on projects licenses.

• It is required to consider a scheme of development that achieves economic integration and independence of the area at minimum duration. Consultant shall identify types of optimum potential business models dedicated to each groups of activities and projects within the North Coast region.

• Concept design for three pilot projects, for each pilot project: Two alternatives are to be presented and evaluated financially, environmentally, in terms of their urbanism characteristics, provision/requirements for infrastructure and environmental sustainability.

• Development of the master plans for the selected locations as pilot Projects.

• **Outcomes:**
  - Integrated implementation schedule (Roadmap) including infrastructure and investment projects.
  - Overall financing scheme and schedule.
  - For each Pilot project the following is required:
    - A Land Use Plan, specifying densities, district / distribution of plots, massing and images, green and open spaces, landmarks, amenities and ancillary services
Integrated Sustainable Development Plan for the North Coast Region (NCR)

- Utility and transportation infrastructure plans: general infrastructure and utility guidelines; and the infrastructure and utilities facilities.
- Sustainable energy action plan (SEAP), including best practice in the provision of sustainable transportation and infrastructure.
- The development plan and regulations, comprising:
  - The development phasing plan (including a 3D model for each phase)
  - The specification of building heights, setback controls and other development guidelines
  - Definition of the investment required (ratios per unit: water (m3), electricity (MW), sqm, etc)

3.9.4.2 Activity 4.2: Legal Reform

- The consultant shall review current frameworks and propose a new legal framework for the authority mandatory for achieving sustainable development with high level of supervision on the activities within the area, in addition to the required reforms to the Egyptian laws governing such activities providing better investment opportunities in the North Coast region.

- **Outcomes**:
  - Highlight the inconsistency of the laws governing the investment in economic zones of special nature.
  - Required reforms to the laws governing mining sector, industrial, agricultural, etc.
  - Required reforms to the Laws governing the supervision on the activities within the area.
  - Set policy for Corporate Social Responsibility that the Authority shall apply in the North Coast region.

3.9.4.3 Activity 4.3: Organizational and Regulatory Structures

- The study shall identify the organizational design of the NCR describing the following key issues:
  - Management and organizational design overall Strategy
  - Propose the preferred institutional arrangements, including the organizational and regulatory framework required secure development and investment.
  - Development of a mechanism for the coordination between relevant agencies and departments involved in regional development activities
  - Institutional framework for the proposed management scheme
  - Prepare a regional sustainability framework to monitor and measure the success in implementing the proposed Regional Development Strategy and Plan

- **Outcomes**:
  - Organization structure of the governance system.
  - Municipality operations and maintenance management scheme.
  - Relations and involvement of stakeholders.
  - Operating cost and financing strategy.
3.9.4.4 Activity 4.4: Defining Human Resources Development Plan

- Consultant shall identify methods and means for building adequate human and institutional capacity, including infrastructure across all segments of mining and industry from regulation, administration, research, training to commercial operations.

- On comparative basis with pioneer mining countries, Consultant shall define strategic interventions and specific initiatives required by the GoE for improving the level of competency of the mining and industrial sectors as destinations for capital.

- Consultant shall recommend and specify the required new institutes to be established in order to continually enhance the technical skills of the Mining and industry labors of various degrees and professions. Consultant shall define these institutes giving a description for the technical material to be presented.

- **Outcomes:**
  - Human resources development plan covering all sectors.

3.9.4.5 Activity 4.5: Promotion & Marketing Strategy

Consultant shall address the following issues:

- Investors’ attraction and investment promotion strategy.
- Specification of incentives for investor in the various activities.
- Marketing strategy and communication strategy.
- Promotional strategy for pilot phase projects for further investments by third parties.
- Business opportunities and business models for the land Client, developers, building contractors, operators and service providers.

Inclusion of findings from the General Strategy and the Master Plans:

- FDI Vision and Strategy
- Investor attraction and investment promotion strategy
- Specification of incentives for investor in the various industries
- Sequencing and action plan of including key investors in the projects

Forecasts and Investment requirements:

- For the period up to 2032 and in five-year intervals (2015 to 2019, 2020 to 2024, 2025 to 2029 and 2030 to 2034), derived from the demand forecasts of the sectors and activities identified in the Master Plans specific capacity and investment figures shall be provided.

- This should be done for all six sectors if applicable, and could include, for example: The number and types of houses to be built, the total area of logistics and transport services facilities to be constructed, the increase in cargo tonnage to be achieved, a forecast of the number of tourists, the size and types tourist accommodation facilities to be built, the number of new patents expected in Business Parks, and other indicators that identify the capacities that will be provided in each of the five year periods up to 2027.

- The above shall be translated into specific amounts that will be invested in infrastructure and service facilities (divided into the five year periods as mentioned above). The forecast shall also specify the amount of foreign investment attracted and the resulting inflows of corporate income tax and foreign currencies.
• Subsequently, derived from the above and reflecting the phasing proposed in the master plans (s. B.1.1 and B.2.1), provide detailed financial investment figures that will be provided by the Government of Egypt during each five-year period. This exercise should be done for each development area and sector.

Identify business opportunities for the master project developer:

The scope of the analysis will include the identification and outline of business opportunities and business models for the land client, developers, building contractors, operators and service providers. For example:

• Opportunities for contractors: plant construction, utility construction, building construction, etc
• Service providers (utilities): gas/electricity/water supply, wastewater and waste disposal management, telecom, other enabling services such as logistics, transportation, HSE services, vocational training
• Infrastructure providers (including concessions): port, roads, rail, etc.
• The market research should take into account the party’s position in the project supply chain and potential alliances between them developer, constructor, operator, service provider.

Provision of marketing material for each project

• Marketing strategy and communication strategy and
• Promotional strategy for key projects for further investments by third parties
• Marketing material.

Road show: provision of a plan with target audiences and timescales.

Organisational design of the North Coast Regional Development Authority

Definition of the most appropriate organisational design for the Authority that will deliver the proposed developments. This includes:

• The management structure (organogramme) and composition (profiles and role descriptions)
• Relations and involvement of stakeholders
• Operating cost

**Outcomes:**

– Promotion and marketing action plan.
– Initiation of marketing materials including flyers, leaflets, etc.
– Promoting the plan through different advertising methods (road shows, events, etc. ....)

3.10 **Expected project duration, schedule and deliverables**

**Project duration**

The intended commencement date is indicated in the section 6 (Consultants’ Services Contract) and the period of execution of the contract will be Fifteen months from the date of commencement. This period does not include the review periods as mentioned in Section 6.

An Indicative time schedule is as illustrated below; however bidders are encouraged to reflect on it and to suggest changes that would contribute to more robust process given their proposed
methodology and logical development of the work progress.

Project Schedule
Consultant shall demonstrate the detailed methodology of work for each of the four phases. The expected timeline plan for project phases found at (table 12)

Project Deliverables:
The following deliverables are foreseen minimum to cover the required scope. However, Bidder may suggest another scheme for deliverables in their offers for Client’s approval.

Each of the parts discussed in the scope of services above shall be concluded by a separate report. Each report shall be issued in two successive revisions; the Consultant shall issue a draft report for Client’s review and comments. Consultant shall incorporate Client’s comments and issue the final report for Client’s endorsement. At the submission of each draft report, Consultant shall give a presentation to Client.

In addition, an inception report shall be issued by the Consultant one month after contract coming into force. Inception report shall include Consultant’s updated methodology and a suggested time schedule for site visits (please check item I.1 of the scope of services for more details). This report is to be approved by client.

Consultant shall submit a progress report by the end of each month to monitor and analyse the followings:

- Status of activities and their progress.
- Delayed activities and shifted milestones.
- Consultant solutions to recover delayed activities.
- Highlighting data or endorsements delayed by Client.
- Any difficulties facing Consultant that may cause delay.
- New unplanned essential activities raised during work.

Regular technical progress meetings shall take place between Consultant and Client to highlight and overview technical status. Consultant shall recommend schedule of meetings in his offer for Client’s approval.

Format of deliverables: 6 hard copies (each) and 6 CDs.
Table 12: Project deliverables timeline schedule
3.11 Currently available technical information,

<table>
<thead>
<tr>
<th>#</th>
<th>Title of the resource</th>
<th>date</th>
<th>Client/Author</th>
<th>type</th>
<th>media</th>
<th>(Notes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>North West coast 1998</td>
<td>3/12/2006</td>
<td>Mr. ABD EL-HAFIZ;</td>
<td>Report</td>
<td></td>
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<tr>
<td>2</td>
<td>Tourism development Report - Northwest Coast 2010-2011</td>
<td>Feb-10</td>
<td>PUD, Wep &amp; thnk</td>
<td>Report</td>
<td>Arabic</td>
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<tr>
<td>3</td>
<td>North West Coast development axe- 2007</td>
<td>16/6/2008</td>
<td>Tawfeek</td>
<td>Report</td>
<td>Arabic</td>
<td></td>
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<tr>
<td>4</td>
<td>Proposed map of New Alamein vity</td>
<td>21/10/2012</td>
<td></td>
<td>Map</td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Matrouh Governorate plan - until March 2014</td>
<td>20/2/2014</td>
<td></td>
<td>Report</td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Ministry of Investment Authority projects</td>
<td>20/1/2013</td>
<td></td>
<td>Report</td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Qattara Depression Workshop finals 10/05/2011</td>
<td></td>
<td></td>
<td></td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Communities on Wadi el Natroon axe</td>
<td></td>
<td>Map</td>
<td></td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Guide of the work reference for the preparation of the work planned for Marina - 01-07-2010</td>
<td>1/7/2010</td>
<td>K&amp;a</td>
<td>Report</td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>The national center –Qattara Depression _initial conception</td>
<td>2/5/2012</td>
<td>amany</td>
<td>Report</td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Building Research Center Lectures - 27-6-2013</td>
<td>27/6/2013</td>
<td>Building Research Center</td>
<td>lecture s</td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Strategic plan 04/30/2014</td>
<td>2/6/2014</td>
<td></td>
<td>Report</td>
<td>Arabic</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Final - Ministerial Meeting of the Qattara Depression - Dr. Mustafa - 01/03/2012</td>
<td>1/3/2012</td>
<td></td>
<td>Report</td>
<td>Arabic</td>
<td></td>
</tr>
</tbody>
</table>

3.12 Special or non-engineering project needs

The consultants are requested to organise, conduct and report on Two Public Hearing events for which the invitees are to be suggested and invited by the GOPP. Conclusions from each of these events are considered integral parts of the inputs and outputs of the project.

Consultants are also requested to investigate creative and non-conventional approaches in dealing with the conflicting land Client-ship and different property rights issues in the NCR.

The consultants are also to propose as an integral part of their outputs a comprehensive management system for the whole region including but not restricted to:

1) Governance system with clear roles for public private partnerships and different roles.
2) Permits process and Tariffs
3) Land acquisition, Allocation and management system.
4) Development Conflict resolution process and protocol.
5) Screening and Scoping of Environmental Impact Studies needed for pilot projects as well as sensitive areas within the region.
3.13 **Client requirements for project management and reporting**

The Client is requesting that International Consultant to identify a local partner as well as having at least three from the international office to be stationed in Cairo, namely the Resident project manager, Senior Planner, and Senior Economist (at GOPP where they will be offered a working space). For the presentation and discussion of all milestones, all key consultants are to attend these meetings which could be arranged thematically to fit different availability schedule around the milestone deadlines.

3.14 **Team qualifications and minimum workload requirements**

<table>
<thead>
<tr>
<th>Key team members</th>
<th>Years of Experience</th>
<th>Min. Qualifications</th>
<th>Days per Phase</th>
<th>Work load</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ph. 1</td>
<td>Ph. 2</td>
</tr>
<tr>
<td>Urban Planner</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban Economist</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Project Manager</td>
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<tr>
<td>Transportation Engineer</td>
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<tr>
<td>Marketing consultant</td>
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<td></td>
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<tr>
<td>Urban Designer</td>
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<td></td>
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<td></td>
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<tr>
<td>Management consultant</td>
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<td></td>
<td></td>
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<tr>
<td>Infrastructure Consultant</td>
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<td></td>
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</tr>
</tbody>
</table>

3.15 **Anticipated level of participation by the Client in the project**

The consultant should reflect on their expectations on the expected participation of the Client in different components and stages of the project. This includes identification of data and information to be provided by Client. It also includes activities the consultant is requesting the client’s contribution as organizer, facilitator, contact provider, participant or observer.
4    Technical Proposal – Standard Forms

4.1    Form Tech 1: Technical Proposal Submission Form

TO: [Client name]........................................................................................................
AT: [Client address]..........................................................................................................
ATT: [contact Person Name]..........................................................................................
Title: [contact Person Title]...........................................................................................
Date: ---------- 2014

Gentlemen,

Having carefully examined the RFP documents, we, the undersigned, offer to prepare a “xxxxxxxxxxxx”, in conformity with the said documents in two sealed Envelopes.

Envelope “A”: Technical Proposal.


xxx (x) days of the signature of the Agreement, and to complete and deliver the whole of the Studies comprised in the Agreement within xxxxxxxx days (months) calculated from the last day of aforesaid period in which the Studies are to be commenced.

We agree to abide by this Proposal for the period of xxx (x) calendar days from the Due Date and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

Unless and until a formal agreement is prepared and executed, this Proposal, together with your written acceptance thereof, shall constitute a binding agreement between us.

We understand that you are not bound to accept the lowest price for any Proposal you may receive.

Date: this day of 2014
Signature: in the capacity of
Duly authorized to sign Proposals for and on behalf of
(in block capitals)
Witness: address
Occupation
4.2 **Form Tech 2: Firm’s / Consortiums’ Profile and Experience**

Using the format below, Bidders shall provide information and warranties on each assignment for which their firms, and each associate for this assignment, were legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services within the last fifteen (15) years, similar to the ones requested under this assignment.

If a sub-contractor(s) is being used, similar form must be provided for the Bidder and each sub-contractor firm proposed to assist in the Project.

The information should be supplied on a separate sheet for each project.

Bidders are invited to submit photographs, brochures, articles, references and any other documentary evidence of their experience and capacity to undertake the work.

Documentation indicating that the Bidders has satisfactorily completed works of such nature and magnitude that may permit judgment to be made of his capacity to carry out the required work shall be submitted.

<table>
<thead>
<tr>
<th>Assignment Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Country:</td>
<td></td>
</tr>
<tr>
<td>Location within Country:</td>
<td></td>
</tr>
<tr>
<td>Name of Client:</td>
<td></td>
</tr>
<tr>
<td>Address:</td>
<td></td>
</tr>
<tr>
<td>Professional Staff Provided by Your Firm/Entity(profiles):</td>
<td></td>
</tr>
<tr>
<td>No of Staff:</td>
<td></td>
</tr>
<tr>
<td>No of Staff-Months; Duration of Assignment:</td>
<td></td>
</tr>
<tr>
<td>Status: (complete/in progress)</td>
<td></td>
</tr>
<tr>
<td>Start Date (Month/Year):</td>
<td></td>
</tr>
<tr>
<td>Completion Date (Month/Year): (expected date for work still in progress)</td>
<td></td>
</tr>
<tr>
<td>Name of associated consultants, If Any:</td>
<td></td>
</tr>
<tr>
<td>No of months of professional staff provided by associated consultants:</td>
<td></td>
</tr>
<tr>
<td>Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:</td>
<td></td>
</tr>
<tr>
<td>Narrative Description of Project:</td>
<td></td>
</tr>
<tr>
<td>Description of Actual Services Provided by Your Staff and degree of responsibility:</td>
<td></td>
</tr>
</tbody>
</table>

Firm’s Name: ___________________________________________
4.3 Form Tech 3: Comments And Suggestions of Consultants On The Terms of Reference And On Data, Services, And Facilities To Be Provided By The Employer And Appreciation of Assignment

**On the Terms of Reference:**

Present and justify here any modifications or improvement to the Terms of Reference you are proposing, to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities) which shall provide technical, schedule, or other advantages to the Client. Such suggestions should be concise and to the point, and incorporated in your Proposal.

The Bidder should cite the applicability of alternative approaches/activities to achievement of project objectives and the projected advantages to be gained through their use. To assure that all Proposals will be comparable and any alternatives will be evaluated against a relevant background, each Bidder must provide a full response to the RFP as written before any full or partial alternative is proposed. Alternatives must be clearly identified as such.

1. 
2. 
3. 
4. 

**On the data, services, and facilities to be provided by the Client:**

1. 
2. 
3. 
4.
4.4  Form Tech 4: Brief Description of The Approach And Methodology And Work Plan For Performing The Assignment

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal divided into the following four chapters:

a) Technical Approach and Methodology,

b) Work Plan, and

c) Organization and Staffing,

d) Resources

a) Technical Approach and Methodology:
   In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) Work Schedule:
   In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form 3.K.

c) Organization and Staffing:
   In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.

d) Resources:
   In this chapter you should propose the resources which the Bidder will put at the disposal of the project.
4.5 **Form Tech 5: Team Composition and Tasks’ Assignment**

<table>
<thead>
<tr>
<th>1. Managerial Staff</th>
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</thead>
<tbody>
<tr>
<td>Name</td>
<td>Position and Area of Expertise</td>
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<tr>
<td></td>
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<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Technical Staff</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Position and Area of Expertise</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Support Staff</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Position and Area of Expertise</td>
</tr>
<tr>
<td></td>
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</tbody>
</table>

**Note:**
- *Bidder to submit a project organization chart at the end of this section*
- *Bidder to submit schedules on an A3 size paper*
4.6 **Form Tech 6: Format of Curriculum Vitae (CV) For Proposed Professional Staff. Note: The Maximum Number of Pages of A CV Should Not Exceed Over 5 (Five) Pages.**

**Proposed Position: __________________________**

**Name of Firm: ______________________________**

**Name of Staff: ______________________________**

**Area of Expertise: ____________________________**

**Date of Birth: ________________________________**

**Years with Firm/Entity: ________________________**  
**Nationality: _________________________________**

**Membership in Professional Societies: __________**

**Detailed Tasks Assigned: ______________________**

**Key Qualifications:**

[Give an outline of staff member’s experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use about half a page.]

**Education:**

[Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]

**Employment Record:**

[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and Client references, where appropriate. Use about two pages.]

**Languages:**

[For each language indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.]

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

_________________________________________  Date: __________

[Signature of staff member and authorized representative of the firm]    Day/Month/Year

**Full name of staff member:** __________________________

**Full name of authorized representative:** ______________________
### 4.7 Form Tech 7: Staffing Schedule for Key Professionals And Technical Support Personnel

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Reports Due/Activity</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>Number of Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Foreign</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td>Subtotal (1)</td>
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<tr>
<td>2- Local</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Subtotal (3)</td>
</tr>
</tbody>
</table>

Full-time: __________  Part-time: __________

Reports Due: __________

Activities Duration: __________

Signature: ________________________________

(Authorized representative)

Full Name: ________________________________

Title: ________________________________

Address: ________________________________

Note: Bidder to submit schedules on an A3 size paper
4.8   **Form Tech 8: Works Schedule**

Prepare a Level 2 schedule of performance that describes all activities and tasks within the technical work plan, including periodic reporting or review points, incremental delivery dates, and other project milestones. Details of the Bidder’s proposed approach to the planning and performance of the scope of work, describing individual tasks, their sequences and interrelations, and the names of each staff member assigned for each task and his/her participation. Provide a detailed time schedule in Gantt chart form indicating start and end dates for such tasks. A critical path schedule identifying interdependencies among tasks and emphasizing those tasks critical to the completion of the project in accordance with the time schedule is also required.

<table>
<thead>
<tr>
<th>Field Investigation and Study Items</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>4th</th>
<th>5th</th>
<th>6th</th>
<th>7th</th>
<th>8th</th>
<th>9th</th>
<th>10th</th>
<th>11th</th>
<th>12th</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity (Work)</td>
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</tbody>
</table>

*1st, 2nd, etc. are weeks from the start of assignment.*
**Completion and Submission of Reports***

<table>
<thead>
<tr>
<th>Report phases</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inception Report</td>
<td></td>
</tr>
<tr>
<td>2. Draft Report</td>
<td></td>
</tr>
<tr>
<td>3. Final Report</td>
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</tr>
</tbody>
</table>

*Note: Bidder to submit schedules on an A3 size paper*

Client shall be responsible to return composite comments to Bidder within ten (10) working days for Draft Reports, and fifteen (15) working days for the Final Reports from receipt.

During the execution of the Studies, Bidder shall submit periodic progress and status reports to the Client on the actual progress achieved in the Studies. Such reports shall be furnished monthly in a form and manner to be designated by the Bidder, approved by the Client and shall include the following:

- A copy of all Studies schedules outlining; in detail, progress to date and expected completion dated for the various items of the Master Plan, including previously agreed milestones.
- A description of any anticipated variance from the Master Plan schedules, together with an assessment of the impact of such variance and a statement of the proposed corrective action.
- All risk analysis and risk management reports which address the problems, examines the relative likelihood and quantifies their impact on cost, schedule, and technical Project objectives.
- Any other reports required by the Client.

(*) The above table shall be filled for each report type.
### 5 Financial Proposal – Standard Forms

#### 5.1 Form Fin 1: Financial Proposal Submission Form

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures]. This amount is inclusive of all local taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Instructions to Bidders.

Commissions and gratuities paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below:

<table>
<thead>
<tr>
<th>Name and Address of Agents</th>
<th>Amount and Currency or Gratuity</th>
<th>Purpose of Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]: ________________________________

Name and Title of Signatory: _____________________________________________

Name of Firm: ___________________________________________________________

Address: _______________________________________________________________

1 Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.

2 If applicable, replace this paragraph with: “No commissions or gratuities have been or are to paid by us to agents relating to this Proposal and Contract execution.”
Form Fin 2: Summary of Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Costs in USD</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Numbers</td>
<td>“Written in words”</td>
</tr>
<tr>
<td>Mile stone 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mile stone 2</td>
<td></td>
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<tr>
<td>Mile stone 3</td>
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<td>Mile stone 4</td>
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<td>Mile stone 5</td>
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<tr>
<td>Mile stone 6</td>
<td></td>
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</tr>
<tr>
<td>........</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Cost of Commercial Proposal (in USD)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5.3 Form Fin 3: Breakdown of Cost

<table>
<thead>
<tr>
<th>SN</th>
<th>Activity / Deliverables [list them as referred to in the TOR]</th>
<th>Resource(s)</th>
<th>Rate/Hour per resource</th>
<th>Number of hours</th>
<th>Percentage of Total Price (Weight for payment)</th>
<th>Price (Lump Sum, All Inclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Deliverable 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Deliverable 2</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>3</td>
<td>....</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>100%</td>
<td></td>
<td>USD ......</td>
</tr>
</tbody>
</table>

*Note: Bidder to submit schedules on an A3 size paper*
5.4 Form Fin 4: Breakdown of Remuneration
5.5 Form Fin 5: Breakdown of Reimbursable Expenses
5.6 Form Fin 6: Breakdown of Miscellaneous Expenses
Draft Form of Contract

6.1 Form of Contract

**CONTRACT FOR CONSULTANTS’ SERVICES**

**LUMP SUM**

**CONTRACT FOR CONSULTANTS’ SERVICES**

**between**

_____________________________
Cabinet Secretariat

and

_____________________________
[name of the Consultants]

Dated: _______________________

---

**CONTRACT**

**LUMP SUM REMUNERATION**

This CONTRACT (hereinafter called the "Contract") is made the ______ day of the month of ______________, 20__, between, on the one hand, ______________________ (hereinafter called the "Client") and, on the other hand, ______________________ (hereinafter called the "Consultants").

[*Note: If the Consultants consist of more than one entity, the above should be partially amended to read as follows:*]

-- (hereinafter called the "Client") and, on the other hand, a joint venture consisting of the following entities, each of which will be jointly and severally liable to the Client for all the Consultants' obligations under this Contract, namely, ______________________ and ______________________ (hereinafter called the "Consultants").

WHEREAS

(a) the Client has requested the Consultants to provide certain consulting services as defined in the General Conditions of Contract attached to this Contract (hereinafter called the "Services");

(b) the Consultants, having represented to the Client that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:

(a) The General Conditions of Contract;

(b) The Special Conditions of Contract;

(c) The following Appendices:

[Note: If any of these Appendices are not used, the words "Not Used" should be inserted below next to}
the title of the Appendix and on the sheet attached hereto carrying the title of that Appendix.

Appendix A: Description of the Services ______
Appendix B: Reporting Requirements ______
Appendix C: Key Personnel and Subconsultants ______
Appendix D: Breakdown of Contract Price in Foreign Currency ______
Appendix E: Breakdown of Contract Price in Local Currency ______
Appendix F: Services and Facilities Provided by the Client ______

2. The mutual rights and obligations of the Client and the Consultants shall be as set forth in the Contract, in particular:

(a) The Consultants shall carry out the Services in accordance with the provisions of the Contract; and
(b) the Client shall make payments to the Consultants in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

FOR AND ON BEHALF OF
Cabinet Secretariat
By ______________________
Authorized Representative

FOR AND ON BEHALF OF
[CONSULTANTS]
By ______________________
Authorized Representative

[Note: If the Consultants consist of more than one entity, all these entities should appear as signatories, e.g., in the following manner:]  

FOR AND ON BEHALF OF EACH OF
THE MEMBERS OF THE CONSULTANTS
[Member]
By ______________________
Authorized Representative
[Member]
By ______________________
Authorized Representative
6.2 General Conditions of Contract


1.1 Definitions

Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

(a) "Applicable Law" means the laws and any other instruments having the force of law in the Government's country (or in such other country as may be specified in the Special Conditions of Contract (SC)), as they may be issued and in force from time to time;

(b) "Contract" means the Contract signed by the Parties, to which these General Conditions of Contract (GC) are attached, together with all the documents listed in Clause 1 of such signed Contract;

(c) "Contract Price" means the price to be paid for the performance of the Services, in accordance with Clause 6;

(d) "foreign currency" means USD, except otherwise expressly stated;

(e) "GC" means these General Conditions of Contract;

(f) "Government" means the Government of the Client's country;

(g) "local currency" means the currency of the Government;

(h) "Member", in case the Consultants consist of a joint venture of more than one entity, means any of these entities; "Members" means all these entities, and "Member in Charge" means the entity specified in the SC to act on their behalf in exercising all the Consultants' rights and obligations towards the Client under this Contract;

(i) "Party" means the Client or the Consultants, as the case may be, and "Parties" means both of them;

(j) "Personnel" means persons hired by the Consultants or by any Subconsultant as employees and assigned to the performance of the Services or any part thereof;

(k) "SC" means the Special Conditions of Contract by which the GC may be amended or supplemented;

(l) "Services" means the work to be performed by the Consultants pursuant to this Contract, as described in Appendix A; and

(m) "Subconsultant" means any entity to which the Consultants subcontract any part of the Services in accordance with the provisions of Clauses 3.5 and 4.

1.2 Law Governing the Contract

This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.

1.3 Language

This Contract has been executed in the language specified in the SC, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

1.4 Notices

Any notice, request, or consent made pursuant to this Contract shall be in writing and shall be deemed to have been made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail, telex, telegram, or facsimile to such Party at the address specified in the SC.

1.5 Location
The Services shall be performed at the locations specified in Appendix A and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Client may approve.

1.6 Authorized Representatives

Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Client or the Consultants may be taken or executed by the officials specified in the SC.

1.7 Taxes and Duties

The Consultant, Sub-Consultants and Personnel shall pay such local taxes, duties, fees and other impositions levied under the Applicable Law as specified in the SC.

2. Commencement, Completion, Modification, and Termination of Contract

2.1 Effectiveness of Contract

This Contract shall come into effect on the date the Contract is signed by both parties or such other later date as may be stated in the SC.

2.2 Commencement of Services

The Consultants shall begin carrying out the Services at the date specified in the SC.

2.3 Expiration of Contract

Unless terminated earlier pursuant to Clause 2.6, this Contract shall terminate at the end of such time period after the Effective Date as is specified in the SC.

2.4 Modification

Modification of the terms and conditions of this Contract, including any modification of the scope of the Services or of the Contract Price, may only be made by written agreement between the Parties and shall not be effective until the consent of the Bank or of the Association, as the case may be, has been obtained.

2.5 Force Majeure

2.5.1 Definition

For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party and which makes a Party's performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances.

2.5.2 No Breach of Contract

The failure of a Party to fulfill any of its obligations under the contract shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (b) has informed the other Party as soon as possible about the occurrence of such an event.

2.5.3 Extension of Time

Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

2.5.4 Payments
During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultants shall be entitled to continue to be paid under the terms of this Contract, as well as to be reimbursed for additional costs reasonably and necessarily incurred by them during such period for the purposes of the Services and in reactivating the Service after the end of such period.

2.6. Suspension

The Consultant may, by written notice to the Client, suspend the performance of the services if the Client fails to pay any monies due to the Consultants for more than the term established in Clause 6.5. SC, without prejudice of the faculty regulated in Clause 2.6.2.a of the present Agreement. The Consultant shall be entitled to receive the payment of the part of the agreed fees corresponding to the actual development of the works at that time.

2.7 Termination

2.7.1 By the Client

The Client may terminate this Contract, by not less than thirty (30) days' written notice of termination to the Consultants, to be given after the occurrence of any of the events specified in paragraphs (a) through (c) of this Clause 2.7.1 and sixty (60) days' in the case of the event referred to in (d):

(a) if the Consultants do not remedy a failure in the performance of their obligations under the Contract, within thirty (30) days after being notified or within any further period as the Client may have subsequently approved in writing;

(b) if the Consultants become insolvent or bankrupt;

(c) if, as the result of Force Majeure, the Consultants are unable to perform a material portion of the Services for a period of not less than sixty (60) days; or

(d) if the consultant, in the judgment of the client has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.

For the purpose of this clause:

"corrupt practice" means the offering, giving, receiving, or soliciting anything of value to influence the action of a public official in the selection process or in contract execution.

"fraudulent practice" means a misrepresentation of facts in order to influence a selection process or the execution of a contract to the detriment of the Borrower, and includes collusive practice among consultants (prior to or after submission of proposals) designed to establish prices at artificial non-competitive levels and to deprive the Borrower of the benefits of free and open competition.

2.7.2 By the Consultant

The Consultants may terminate this Contract:

(a) if the Client fails to pay any monies due to the Consultants for more than the term established in Clause 6.5. SC

(b) if, as the result of Force Majeure, the Consultants are unable to perform a material portion of the Services for a period of not less than sixty (60) days.

(c) in the event of a material breach of the Client’s obligations according to law or to the Agreement.

2.7.3. Payment upon Termination

Upon termination of this Contract pursuant to Clauses 2.6.1 or 2.6.2, the Client shall make the following payments to the Consultants:

(a) the fees accrued for the performance of the works delivered and in progress;

(b) except in the case of termination pursuant to paragraphs (a) and (b) of Clause 2.6.1, a
compensation for the damages, direct and duly evidenced, that the termination has caused it, according to the terms of this Agreement.

3. Obligations of the Consultants

3.1 General
The Consultants shall perform the Services and carry out their obligations 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 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.

3.2 Conflict of Interests

3.2.1 Consultants Not to Benefit from Commissions, Discounts, etc.
The remuneration of the Consultants pursuant to Clause 6 shall constitute the Consultants’ sole remuneration in connection with this Contract or the Services, and the Consultants shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Consultants shall use their best efforts to ensure that the Personnel, any Subconsultants, and agents of either of them similarly shall not receive any such additional remuneration.

3.2.2 Consultants and Affiliates Not to Be Otherwise Interested in Project
The Consultants agree that, during the term of this Contract and after its termination, the Consultants and their affiliates, as well as any Subconsultant and any of its affiliates, shall be disqualified from providing goods, works, or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

3.2.3 Prohibition of Conflicting Activities
Neither the Consultants nor their Subconsultants nor the Personnel shall engage, either directly or indirectly, in any of the following activities:
(a) during the term of this Contract, any business or professional activities in the Government’s country which would conflict with the activities assigned to them under this Contract; or
(b) after the termination of this Contract, such other activities as may be specified in the SC.

3.3 Confidentiality
The Consultants, their Subconsultants, and the Personnel of either of them shall not, either during the term or within two (2) years after the expiration of this Contract, disclose any proprietary or confidential information relating to the Project, the Services, this Contract, or the Client’s business or operations without the prior written consent of the Client.

3.4 Insurance to Be Taken Out by the Consultants
The Consultants (a) shall take out and maintain, and shall cause any Subconsultants to take out and maintain, at their (or the Subconsultants’, as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage, as shall be specified in the SC; and (b) at the Client’s request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums have been paid.

3.5. Liability of the Consultants
The Consultants’ liability under this Contract shall be as provided by the SC.

3.6 Consultants’ Actions Requiring Client’s Prior Approval
The Consultants shall obtain the Client’s prior approval in writing before taking any of the following actions:

(a) entering into a subcontract for the performance of any part of the Services, except as for the Subcontractors listed in the SC.

(b) appointing such members of the Personnel not listed by name in Appendix C ("Key Personnel and Sub-consultants"), and

(c) any other action that may be specified in the SC.

3.7 Reporting Obligations

The Consultants shall submit to the Client the reports and documents specified in Appendix B in the form, in the numbers, and within the periods set forth in the said Appendix.

3.8 Intellectual Property

All Intellectual Property Rights title and interest in all plans, drawings, specifications, designs, reports, and other documents and software submitted by the Consultants in accordance with Clause 3.6 and produces for the purposes of this Agreement ("Technical Information") shall vest in the Consultant.

The Consultant grants to the Client a royalty-free non-exclusive license to use the Technical Information in the terms necessary for the tendering of the works, operation and extension, in its case of the Project and the Works..

4. Consultants’ Personnel

4.1 Description of Personnel

The titles, agreed job descriptions, minimum qualifications, and estimated periods of engagement in the carrying out of the Services of the Consultants’ Key Personnel are described in Appendix C. The Key Personnel and Sub-consultants listed by title as well as by name in Appendix C are hereby approved by the Client.

4.2 Removal and/or Replacement of Personnel

(a) Except as the Client may otherwise agree, no changes shall be made in the Key Personnel. If, for any reason beyond the reasonable control of the Consultants, it becomes necessary to replace any of the Key Personnel, the Consultants shall provide as a replacement a person of equivalent or better qualifications.

(b) If the Client finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultants shall, at the Client’s written request specifying the grounds therefor, provide as a replacement a person with qualifications and experience acceptable to the Client.

(c) The Consultants shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.

5. Obligations of the Client

5.1 Assistance and Exemptions

The Client shall use its best efforts to ensure that the Government shall provide the Consultants such assistance and exemptions as specified in the SC.

5.2 Change in the Applicable Law

If, after the date of this Contract, there is any change in the Applicable Law with respect to taxes and duties which increases or decreases the cost of the services rendered by the Consultants, then the
remuneration and reimbursable expenses otherwise payable to the Consultants under this Contract shall be increased or decreased accordingly by agreement between the Parties, and corresponding adjustments shall be made to the amounts referred to in Clauses 6.2 (a) or (b), as the case may be.

5.3 Services and Facilities

The Client shall make available to the Consultants the Services and Facilities listed under Appendix F.

6. Payments to the Consultants

6.1 Lump Sum Remuneration

The Consultant’s total remuneration shall not exceed the Contract Price and shall be a fixed lump sum including all staff costs, Sub-consultants’ costs, printing, communications, travel, accommodation, and the like, and all other costs incurred by the Consultant in carrying out the Services described in Appendix A. Except as provided in Clause 5.2, the Contract Price may only be increased above the amounts stated in Clause 6.2 if the Parties have agreed to additional payments in accordance with Clause 2.4.

6.2 Contract Price

(a) The price payable in foreign currency is set forth in the SC.
(b) The price payable in local currency is set forth in the SC.

6.3 Payment for Additional Services

For the purpose of determining the remuneration due for additional services as may be agreed under Clause 2.4, a breakdown of the lump sum price is provided in Appendices D and E.

6.4 Terms and Conditions of Payment

Payments will be made to the accounts of the Consultants and according to the payment schedule stated in the SC. In case of an Association, each of the Members shall issue the invoices for the services rendered by each one and in the currencies established in the SC in order to let them receive their own fees.

Unless otherwise stated in the SC, the first payment shall be made as an Advance Payment against the provision by the Consultants of a bank guarantee (the Performance Bond) for the same amount and currency, and shall be valid for the period stated in the SC. Any other payment shall be made after the conditions listed in the SC for such payment have been met, and each of the Members of the Consultants have submitted an invoice to the Client specifying the amount due.

6.5 Interest on Delayed Payments

If the Client has delayed payments beyond fifteen (15) days after the due date stated in the SC, interest shall be paid to the Consultants for each day of delay at the rate stated in the SC.

7. Settlement of Disputes

7.1 Amicable Settlement

The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.

7.2 Dispute Settlement

Any dispute between the Parties as to matters arising pursuant to this Contract that cannot be settled amicably within thirty (30) days after receipt by one Party of the other Party’s request for such amicable settlement may be submitted by either Party for settlement in accordance with the provisions specified in the SC.
### 6.3 Special Conditions of Contract

<table>
<thead>
<tr>
<th>Number of GC Clause</th>
<th>Amendments of, and Supplements to, Clauses in the General Conditions of Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1(a)</td>
<td>The words “in the Government’s country” are amended to read “in <em>Egypt</em>”</td>
</tr>
<tr>
<td></td>
<td><strong>1.1.b</strong> [The Member in Charge is <code>[insert name of member]</code>]</td>
</tr>
<tr>
<td></td>
<td><strong>Note:</strong> If the Consultant consists of a joint venture/ consortium/ association of more than one entity, the name of the entity whose address is specified in Clause SC 1.6 should be inserted here. If the Consultant consists only of one entity, this Clause SC 1.8 should be deleted from the SC.</td>
</tr>
<tr>
<td>1.3</td>
<td>The language of communication is English</td>
</tr>
<tr>
<td>1.4</td>
<td>The addresses are:</td>
</tr>
<tr>
<td></td>
<td><strong>Client:</strong> <em>[to be inserted]</em></td>
</tr>
<tr>
<td></td>
<td><strong>Attention:</strong> <em>[to be inserted]</em></td>
</tr>
<tr>
<td></td>
<td><strong>Email:</strong> <em>[to be inserted]</em></td>
</tr>
<tr>
<td></td>
<td><strong>Consultant:</strong> <em>[to be inserted]</em></td>
</tr>
<tr>
<td></td>
<td><strong>Attention:</strong> ______</td>
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<tr>
<td></td>
<td><strong>Facsimile:</strong> <em>[to be inserted]</em></td>
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<td><strong>E-mail:</strong> <em>[to be inserted]</em></td>
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<td>1.5</td>
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<tr>
<td>1.6</td>
<td><strong>The Authorized Representatives are:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>For the Client:</strong> <em>[name to be inserted]</em></td>
</tr>
<tr>
<td></td>
<td><strong>For the Consultant:</strong> <em>[name to be inserted]</em></td>
</tr>
<tr>
<td>1.7</td>
<td>The Client shall pay on behalf of the Consultant, the Sub-Consultants any local taxes, duties, fees, levies and other impositions imposed, under the Applicable Law, on the Consultant, the Sub-Consultants and the personnel in respect of: any payments whatsoever made to the Consultant, Sub-Consultants and the personnel (other than nationals or payments residents of the Government’s country), in connection with the carrying out of the Services; any equipment, materials and supplies brought into the Government’s country by the Consultant or sub-Consultants for the purpose of carrying out the Services and</td>
</tr>
</tbody>
</table>
which, after having been brought into such territories, will be subsequently withdrawn there from by them;

any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Client and which is treated as property of the Client;

any property brought into the Government’s country by the Consultant, any Sub-Consultants or the Personnel (other than nationals or permanent residents of the Government’s Country), or the eligible dependents of such Personnel for their personal use and which will be subsequently withdrawn there from by them upon their respective departure from the Government’s country, provided that:

the Consultant, Sub-Consultants and Personnel, and their eligible dependents, shall follow the usual custom procedures of the Government’s country in importing property into the Government’s country; and

if the Consultant, Sub-Consultants or Personnel, or their eligible dependents, do not withdraw but dispose of any property in the Government’s country upon which custom duties and taxes have been exempted, the Consultant, Sub-Consultants or Personnel, as the case may be, (i) shall bear such customs duties and taxes in conformity with the regulations of the Government’s country, or (ii) shall reimburse them to the Client if they were paid by the Client at the time the property in question was brought into the Government’s country.

2.1. The Effective Date is the date when the Advance Payments have been received in the Consultant’s Account as per Section 6.4. SC.

2.2 The date for the commencement of Services is the day after the Advance Payments have been received onto the Consultants Accounts as per Article 6.4. SC.

2.3 The time period shall be Fifteen months duration.

3.4 The risks and coverage shall be:

(i) Professional Liability................................. EUR 6,010,121.04
(ii) Cross Liability .............................................. EUR 6,010,121.04
(iii) Comprehensive Liability ............................ EUR 12,020,242.09
(iv) Employer’s Liability ................................. EUR 12,020,242.09
(Sub-limit for work accident .......................... EUR 450,759.08 per victim)

At the Client’s request, the Consultant shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums have been paid.

3.5. Except in case of gross negligence or willful misconduct on the part of the Consultants or on the part of any person or firm acting on behalf of the Consultants in carrying out the Services, the Consultants, with respect to damage caused by the Consultants to the Client’s property, shall not be liable to the Client:
for any indirect or consequential loss or damage; and
for any direct loss or damage that exceeds one (1) time the total payments for professional fees and reimbursable expenditures made or expected to be made to the Consultants hereunder.
This limitation of liability shall not affect the Consultants’ liability, if any, for damage to Third Parties caused by the Consultants or any person or firm acting on behalf of the Consultants in carrying out the Services.

| 3.6. | The Consultant shall be entitled to subcontract activities to entities belonging to its own group of companies. The Client authorizes the sub-contracting of the following subcontractors:
[insert company name if applicable] |
| 3.7 (b) | The Consultant shall not use these documents and software for purposes unrelated to this Contract without the prior written approval of the Client. |
| 5.1 | The Client warrants that Consultants will only be required to establish themselves in the Country where the services are provided, if, according to the Applicable Laws and Double Taxation Agreements, such obligation exists. |
| 6.2(a) | The amount in foreign currency or currencies is [insert amount] |
| 6.2(b) | The amount in local currency is [insert amount] |
The accounts are:

For [insert International Consultant’s name] and in USD: [insert account]

For [insert Local Consultant’s name] and in EGP: [insert account]

For Cabinet Secretariat and in EGP: [insert account]

Payments shall be made according to the following schedule:

All payments to the International Consultant will be made in USD

All payments to the Local Consultant will be made in EGP

Payments shall be made according to the following schedule:

- 20 percent of the Total Contract Amount shall be paid upon submission and approval of the first Monthly Report and the Report on the current situation as specified in the TOR.
- 10 percent of the Total Contract Amount shall be paid upon submission and approval of the second Monthly Report, the Report and Presentations on the Alternatives for the Integrated Master Plan and the Draft Impact Assessment Strategy as specified in the TOR.
- 10 percent of the Total Contract Amount shall be paid upon submission and approval of the third Monthly Report, the Final Report on the Regional Development Strategy, the Final Report and Drawings of the Integrated Master Plan and Impact Assessment Strategy as specified in the TOR.
- 10 percent of the Total Contract Amount shall be paid upon submission and approval of the fourth Monthly Report and the presentation of the areas that will be developed as specified in the TOR.
- 10 percent of the Total Contract Amount shall be paid upon submission and approval of the fifth Monthly Report and the first draft reports and drawings of the Master Plans of the selected areas as specified in the TOR.
- 10 percent of the Total Contract Amount shall be paid upon submission and approval of the sixth Monthly Report as specified in the TOR.
- 10 percent of the Total Contract Amount shall be paid upon submission and approval of the seventh Monthly Report and the second draft reports and drawings of the Master Plans of the selected areas as specified in the TOR.
- 10 percent of the Total Contract Amount shall be paid upon submission and approval of the eighth Monthly Report and the final draft reports and drawings of the Master Plans of the selected areas as specified in the TOR.
- 10 percent of the Total Contract Amount shall be paid upon submission and approval of the ninth Monthly Report, the submission of the marketing material, the Inward Investment and Marketing Research Report and Strategy.

Once the Consultant has provided the Client the above deliverables according to the schedule defined above, the Client shall revise them and provide the Consultant with their comments (doubts, errors and incomplete sections/issues), within a week’s period; once the comments have been received, the Consultant shall respond to the Client with the clarifications, correction and additions as applicable within the following two weeks, except as otherwise agreed by the Parties in the present Agreement. In the absence of comments from the Client.
within the said term, the documents will be considered as accepted and approved.

The Consultants will receive a twenty (20) percent of the Total Contract Amount, paid on each currency (USD or EGP, depending on each consultant –International or Local respectively), as an advance payment, to be paid on their current accounts upon the submission of their advance payment guarantees.

The amount of these guarantees and its linked advanced payments too, shall be progressively reduced by the amount of the advance payments repaid by the Consultants as indicated in copies of certified statements which shall be presented to the Bank by the Consultants.

These guarantees shall expire upon the invoicing of the 80% of the Total Contract Amount, or in Month 7 of the Contract], at the latest.

| 6.5 | Payment shall be made within 15 days of receipt of the invoice and the relevant documents specified in Clause 6.4. The pending amounts will accrue late payment interests at the interest rate applied by the European Central Bank to its main refinancing transactions in euro. |
| 7.2 | Disputes shall be settled by arbitration in accordance with the following provisions:

Selection of Arbitrators. Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three arbitrators, in accordance with the following provisions:

Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to the Federation Internationale des Ingenieurs-Conseil (FIDIC) of Lausanne, Switzerland for a list of not fewer than five nominees and, on receipt of such list, the Parties shall alternately strike names therefrom, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, Federation Internationale des Ingenieurs-Conseil (FIDIC) of Lausanne, Switzerland shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute. |
## Rules of Procedure

Except as stated herein, arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration of the United Nations Commission on International Trade Law (UNCITRAL) as in force on the date of this Contract.

### Substitute Arbitrators

If for any reason an arbitrator is unable to perform his function, a substitute shall be appointed in the same manner as the original arbitrator.

### Nationality and Qualifications of Arbitrators

The sole arbitrator or the third arbitrator appointed pursuant to paragraphs (a) through (c) of Clause SC 8.2 1 hereof shall be an internationally recognized legal or technical expert with extensive experience in relation to the matter in dispute and shall not be a national of the Consultant’s home country or of the home country of any of their Members or Parties or of the Government’s country. For the purposes of this Clause, “home country” means any of:

- the country of incorporation of the Consultant or of any of their Members or Parties; or
- the country in which the Consultant’s or any of their Members’ or Parties’ principal place of business is located; or
- the country of nationality of a majority of the Consultant’s [or of any Members’ or Parties’ shareholders; or
- the country of nationality of the Sub-Consultants concerned, where the dispute involves a subcontract.

## Miscellaneous

In any arbitration proceeding hereunder:

- proceedings shall, unless otherwise agreed by the Parties, be held before the Cairo Regional Centre for International Commercial Arbitration (CRCICA).
- the English language shall be the official language for all purposes; and
- the decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.
Appendices

Appendix A – Description Of Services

Note: Provide detailed descriptions of the Services to be provided, dates for completion of various tasks, place of performance for different tasks, specific tasks to be approved by Client, etc.
Appendix B - Reporting Requirements

The Reports need to be presented in six hard copies and one CD.
Appendix C - Key Personnel And Sub-Consultants

Note: List under:

C-1 Titles [and names, if already available], detailed job descriptions and minimum qualifications of Key Foreign Personnel to be assigned to work in the Government’s country, and estimated staff-months for each.

C-2 Same as C-1 for Key Foreign Personnel to be assigned to work outside the Government’s country.

C-3 List of approved Sub-Consultants (if already available); same information with respect to their Personnel as in C-1 or C-2.

C-4 Same information as C-1 for Key local Personnel.
Appendix D - Breakdown Of Contract Price In Foreign Currency-Not Applicable

Note: List here the elements of cost used to arrive at the breakdown of the lump-sum price - foreign currency portion:

1. Monthly rates for Personnel (Key Personnel and other Personnel).
2. Reimbursable expenses.

This appendix will exclusively be used for determining remuneration for additional services.
Appendix E - Breakdown Of Contract Price In Local Currency

**Note:** List here the elements of cost used to arrive at the breakdown of the lump-sum price - local currency portion:

1. Monthly rates for Personnel (Key Personnel and other Personnel).
2. Reimbursable expenditures.

This appendix will exclusively be used for determining remuneration for additional services.
Appendix F - Services And Facilities Provided By The Client

The Cabinet Secretariat will provide:

- Local Telephone calls
- Fax Service
Appendix G - Form Of Advance Payments Guarantee

Note: See Clause GC 6.4 and Clause SC 6.4.
Appendix H - Bid Bond Form

Note: See Clause GC 6.4 and Clause SC 6.4.