

Council for Development and Reconstruction (CDR)

Request for Proposal: Third Party Monitoring Agent (TPMA) Services

Pre-Proposal Conference

Minutes of Meeting

Beirut, June 9, 2026 – 12:00 noon (Beirut Time)

A. Invitation

An invitation to pre-proposal meeting was sent on May 24, 2026 to the following shortlisted consultants:

- 1) AKVADEM YONETIM DANISMANLIGI MUHENDISLIK MUSAVIRLIK TIC. LTD. STI (AQWADEM CONSULTING) – Turkey
- 2) D.G. JONES & PARTNERS MIDDLE EAST LIMITED SAL (DGJ) – Lebanon
- 3) INTEGRATED BUSINESS & TECHNICAL CONSULTANTS INC. (IBTCI) – United States
- 4) JOINT VENTURE BETWEEN INTERDISCIPLINARY RESEARCH CONSULTANTS (ID:RC) (Lead Partner) – Jordan AND ECOCENTRA – Lebanon
- 5) JOINT VENTURE BETWEEN LOCHAN & CO. (Lead Partner) – India AND CORE GLOBAL – Cyprus
- 6) RINA CONSULTING S.P.A. – Italy

The meeting was scheduled for 12:00 p.m. at the CDR premises. Alternatively, shortlisted consultants were given the option to attend remotely via Google Meet using the link provided in the invitation.

B. Attendance

Employer – Council for Development and Reconstruction (CDR):

- Eng. Younes Hage (Project Director)
- Eng. Josette Khalil (Deputy Project Director)
- Eng. Simon Moawad (Senior Procurement Expert)
- Engineer Hani Oubari (Senior Infrastructure Engineer)

Representatives of Invited Consultants:

Attended in Person:

1. JOINT VENTURE BETWEEN INTERDISCIPLINARY RESEARCH CONSULTANTS (ID:RC) (Lead Partner) – Jordan AND ECOCENTRA – Lebanon
 - Mrs. Joanna Zaghrini (ECOCENTRA)

Participated Remotely (via Google Meet):

1. AKVADEM YONETIM DANISMANLIGI MUHENDISLIK MUSAVIRLIK TIC. LTD. STI (AQWADEM CONSULTING) – Turkey
 - o Ahmet Sinan Çebi (AQWADEM CONSULTING)
 - o Ayşenur YİĞİT (AQWADEM CONSULTING)
 - o İlayda Uğur (AQWADEM CONSULTING)
 - o Ogün Çiçek (AQWADEM CONSULTING)
2. D.G. JONES & PARTNERS MIDDLE EAST LIMITED SAL (DGJ) – Lebanon
 - o Mario Chamoun (DGJ)
 - o Ihsan Hayder (DGJ)
3. INTEGRATED BUSINESS & TECHNICAL CONSULTANTS INC. (IBTCI) – United States
 - o Robert Van Heest (IBTCI)
 - o Jody Schubert (IBTCI)
 - o Mark Dempster (IBTCI)
4. JOINT VENTURE BETWEEN INTERDISCIPLINARY RESEARCH CONSULTANTS (ID:RC) (Lead Partner) – Jordan AND ECOCENTRA – Lebanon
 - o Tarek Tarawneh (ID:RC)
 - o Reem Ghezawi (ID:RC)
 - o Lama Bashour (ECOCENTRA)
5. JOINT VENTURE BETWEEN LOCHAN & CO. (Lead Partner) – India AND CORE GLOBAL – Cyprus
6. RINA CONSULTING S.P.A. – Italy
 - o Andrea Raffetti (RINA CONSULTING S.P.A.)
 - o Francesco Cevasco (RINA CONSULTING S.P.A.)
 - o Massimiliano MONETTI (RINA CONSULTING S.P.A.)
 - o Alessandro Venturin (RINA CONSULTING S.P.A.)
 - o Kuldeep Singh Punia (RINA CONSULTING S.P.A.)
 - o Angela Galli (RINA CONSULTING S.P.A.)

C. Discussions

The CDR representatives welcomed the attendees, following which Mr. Hani Oubari presented the queries submitted in advance by the shortlisted consultants via email and provided the corresponding responses, as detailed in the following pages:

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Query No	RFP Ref. Description	Queries	Answer
Question 1.	TOR	How will this contract be implemented? Will CDR make requests for specific monitoring activities of contracts for which the awardee will then have to budget? In other words, will this be implemented like a framework contract where specific purchase order/task orders be issued? If not, please advise so that we may appropriately prepare our technical and cost proposals.	It is confirmed that this assignment is not a Framework Agreement and no separate purchase orders or task orders will be issued during contract implementation. The TPMA will be engaged under a Time-Based Contract for the full duration of the assignment, as specified in the TOR. The Consultant is expected to mobilize the proposed team and resources necessary to undertake the monitoring and verification activities described in the TOR throughout the contract period. At this stage, the exact number of contracts, sites, and geographical locations to be financed under Components 1 and 2 of the Project cannot be determined, as the investment pipeline will be developed and implemented progressively throughout the Project implementation period. Consultants are requested to prepare their Technical and Financial Proposals based on the scope of services, staffing inputs, contract duration, and minimum sampling requirements specified in the TOR. The level of effort indicated in TOR- Section IX (Program and Payment Schedule) reflects the Client's estimate of the resources required to undertake the assignment over the contract period. Consultants are expected to propose an appropriate methodology and deployment approach that will enable them to effectively discharge the responsibilities described in the TOR within the proposed staffing inputs.
Question 2.	TOR	Please advise as to the number of contracts and sites will ultimately be monitored under this contract? How many contracts and sites for each component? How many contracts and sites at the design phase and implementation phase? Without this information, we will not be able to appropriately budget for site visits.	The contract award is currently expected to take place during the second half of August 2026/ Early September 2026. The contract start date is anticipated to follow shortly thereafter, subject to the completion of the procurement process and contract negotiations. For Local Consultants, the stamp duty of eight per thousand (8‰) will be reimbursed. However, income tax will not be reimbursed and will be borne by the Consultant. For Foreign Consultants, the stamp duty of eight per thousand (8‰) will also be reimbursed. In addition, an income tax equivalent to 8.5% of the contract price is applicable. This amount forms part of the contract price but will be paid directly by CDR to the Lebanese Ministry of Finance on behalf of the Consultant. For the purpose of financial evaluation, applicable income taxes will not be taken into account. In the case of a Joint Venture, taxes shall be calculated separately based
Question 3.		What is the expected award date and start date of this contract?	
Question 4.	Datasheet 16.3 states that (b) Income taxes applicable on Local Consultants' Share, to be estimated by the Local Consultant.	Datasheet 16.3 states that (b) Income taxes applicable on Local Consultants' Share, to be estimated by the Local Consultant. Is this tax reimbursable under this contract? Please clarify how this should be reflected in our financial proposal.	

			on the respective share of each partner in the Joint Venture.	
Question 5.			As an international firm that is shortlisted on this tender, we request that instead of requiring hard copies of proposal submission, CDR allow electronic submissions as this will not only meet World Bank best practices but also should be allowable under Public Procurement Law No. 244/202. Alternatively, if CDR requires hard copy submission, would CDR consider allowing proposals to be submitted electronically by the deadline while hard copies may be sent (by international courier) with a post mark prior to the submission deadline.	Electronic submission of proposals is not permitted for this tender. All proposals must be submitted in hard copy in accordance with the instructions set out in the procurement documents.
Question 6.	14.1.1 of the Data Sheet indicates that Shortlisted Consultants may not associate with (a) non-shortlisted consultants or (b) other shortlisted consultant.	14.1.1 of the Data Sheet indicates that Shortlisted Consultants may not associate with (a) non-shortlisted consultants or (b) other shortlisted consultant. The Request for Expression of Interest document stated simply that "Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy". There was no indication in the Request for EOIs that adding a sub-consultancy would not be allowed upon shortlisting. Therefore, we request that CDR revise (a) to allow for short listed consultants to associate with non-shortlisted consultants which will allow for more competition for this important contract.	14.1.1 of the Data Sheet indicates that Shortlisted Consultants may not associate with (a) non-shortlisted consultants or (b) other shortlisted consultant.	Shortlisted consultants are not permitted to associate with non-shortlisted consultants neither with other shortlisted Consultant for this assignment.
Question 7.			Please advise when a pre-proposal conference will be held.	-

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Question 8.	Data Sheet, Point 16.1 - "All reimbursable...are deemed to be included in the price. No reimbursement will be provided for any expense."	Data Sheet, Point 16.1 - "All reimbursable...are deemed to be included in the price. No reimbursement will be provided for any expense." (A) Please clarify how these expenses should be represented in our financial proposal (B) What exactly is meant by "no reimbursement will be provided for any expense."	(A) & (B) All costs associated with the performance of the assignment, including but not limited to international and local travel, air tickets, accommodation, office rental and operation, communications, transportation, report production, security arrangements, logistics, administrative support, and any other out-of-pocket expenses, shall be included by the Consultant in its Financial Proposal, specifically in the Consultant remuneration and not paid separately as reimbursable fees.
Question 9.	Data Sheet - Section 21.1 states that Certified certificates/ Contract document, shall be signed and stamped by clients, and shall be submitted for each of the listed projects. Contract document, shall be signed and stamped by clients, and shall be submitted for each of the listed projects.	Data Sheet - Section 21.1 states that Certified certificates/ Contract document, shall be signed and stamped by clients, and shall be submitted for each of the listed projects. Our relevant contracts have all been funded by USAID. USAID and other US Government agencies do not issue "certified certificates" that are "signed and stamped". Additionally, USAID has been shut down and all of its staff terminated during 2025. As evidence of past performance, we can provide two items: (1) CPAR (Contractor Performance Assessment Report) is an evaluation of a government contractor's performance. It acts as an official report card in the Contractor Performance Assessment Reporting System (CPARS), detailing a company's quality, schedule adherence, cost control, and management. It is downloaded from the US Government CPAR System and does not have a stamp or original signature. (2) Original contract, which has the Contracting Officer signature. Please advise which of these two options will be acceptable for this requirement.	For contracts where certified completion certificates signed and stamped by the Client are not available, Consultants may submit Signed contract agreements, including contract award documents, clear scope of work together with any available contract completion, acceptance, performance evaluation, or close-out documentation. CDR reserves the right to request additional information or clarification during the evaluation process should it be required to verify the experience claimed by the Consultant.
Question 10.	Terms of Reference - IX - Program and Payment Schedule, point 2 states that "Remuneration Fees: Covers the remuneration of key staff only."	Terms of Reference - IX - Program and Payment Schedule, point 2 states that "Remuneration Fees: Covers the remuneration of key staff only." Please clarify this statement as it relates to Non-Key staff. Are offers to include rates for BOTH Key Experts and Non-Key Experts as represented in FORM FIN-3 and in Section 2. Instructions to Consultants, point 16. Financial Proposal?	It is Confirmed that the Remuneration Fees of the Consultant covers the remuneration of key staff only.

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Question 11.		We are requesting a two-week extension based on the following: 1 - The requirement for hard copy submission with a CD-Rom requires extra time to allow for sending the proposal. Considering the usual shipping time for a proposal (which can range from one to five days) and the possibility of delays due to the regional conflict, meeting the current deadline will be very difficult. 2 - With the upcoming Eid holiday, we are finding people are already planning on not being available for more than just the holiday itself. This will slow down our proposal effort. By allowing this two-week extension, offerors will be able to provide CDR with the best possible proposals. (other bidders also requesting extension of time)	An Extension of time will be issued and sent to all shortlisted Consultants.
Question 12.	Data Sheet 16.1 - "No reimbursement will be provided for any expense".	Data Sheet 16.1 - Please clarify "No reimbursement will be provided for any expense".	Refer to Question 8 above.
Question 13.	Data Sheet 16.1 states International Key Experts are expected to spend 100% of their time input in Lebanon during each visit/mission.	Data Sheet 16.1 states International Key Experts are expected to spend 100% of their time input in Lebanon during each visit/mission. (A) We understand this to mean that no work may be conducted remotely by Key Staff. Please confirm our understanding. (B) When you refer to each "Mission", does this mean that the work assignments will be dictated by CDR, for example CDR will request a specific monitoring activity, or will the scheduling and implementation be completely up to the awardee?	A) it is Confirmed that International Key Experts are expected to spend 100% of their time input in Lebanon during each visit/mission. Accordingly, all staff time proposed and charged under the assignment for International Key Experts shall be performed while physically present in Lebanon. Consultants shall therefore plan their staffing arrangements and financial proposals accordingly. B) The Consultant shall be responsible for preparing and implementing its monitoring and verification work plan in accordance with the methodology approved by the Client. The assignment is not intended to operate through individual task orders or activity-specific requests issued by the Client for each monitoring activity. The Client will provide information on awarded contracts, implementation progress, relevant documentation, and access to project sites as required.

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Question 14.		Data Sheet 17.4 refers to a CD-ROM. Will CDR accept flash drives in place of a CD-ROM?	Yes, USB flash drives are acceptable in place of CD-ROMs for the submission of proposals, in accordance with the requirements of the Data Sheet.
Question 15.	Data Sheet 21.1	Data Sheet 21.1 - With 20 points allocated to TECH 2B, please clarify how CDR intends to evaluate past experience involving large-scale third-party monitoring assignments that are not focused on construction or public works, such as monitoring of humanitarian assistance programs.	For the purposes of evaluation under TECH 2B, emphasis will be placed on relevant experience in construction and infrastructure-related assignments, in line with the nature of this project. The evaluation committee will assess the relevance, complexity, scope, and similarity of each submitted assignment against the requirements of the TOR and the evaluation criteria set forth in the RFP.
Question 16.		To satisfy the requirements of signatures and initialed pages, may offer submit scanned documents or must signatures and initials be in ink.	Signatures and initials must be provided in ink. Scanned copies with electronic or reproduced signatures will not be accepted for this requirement.
Question 17.	TECH-6 CV	In the event that scanned versions of initialed pages are not permitted, please confirm whether signatures provided by the Expert and the Authorized Representative may be submitted in scanned form, provided that the page is properly initialed. Requiring proposed key personnel who are not currently in-house to furnish original signatures, only for such documents to subsequently be signed or initialed by an authorized signatory of the offeror and then physically shipped for submission, would impose an unnecessary administrative and logistical burden. This approach may also introduce avoidable delays in the proposal preparation and submission process.	For CVs of Key Experts, scanned copies are acceptable. The CVs must be duly signed by the respective experts and the authorized representative of the Consultant.
Question 18.	ToR - IV. Detailed Description of the TPMA Services	While the first paragraph gives an idea of the number of contracts to be monitored, it does not give an indication of the number of sites to be visited. In order for offerors to provide budgets that are accurate and can be measured against one another, please provide an estimated number of site visits over the 37 month period.	Refer to Question 2 above.
Question 19. ToR - VIII TPMA Team Composition		Offerors have the option to combine the Environmental Specialist (evaluated individually at 6 points) with the OHS Specialist (evaluated individually at 5 points). If combined, will this position then be worth 11 points?	It is Confirmed that in the event that the Environmental Specialist and the OHS Specialist are proposed as a single combined position, the evaluation criteria and qualification requirements for both roles shall be merged, and the combined position shall be awarded the total points allocated to both roles (i.e., 11 points).

Question 20.		In light of ensuring the best possible quality in terms of elaborating the most tailored methodology for this Assignment, and considering pilgrimage holiday in Lebanon, we kindly request a three-week extension of the deadline. We appreciate your understanding and consideration.	Refer to Question 11 above.	
Question 21. Item 16.1 of the Data Sheet	Item 16.1 of the Data Sheet states "All reimbursable including any international travel costs, air tickets and local transportation, cost of office accommodation and cost of production reports, etc...are deemed to be included in the price. No reimbursement will be provided for any expense. International Key Experts are expected to spend 100% of their time input in Lebanon during each visit/mission. Can you elaborate on what is meant by the statement? Are bidders to build travel and other reimbursable rates into the remuneration rates?"	Item 16.1 of the Data Sheet states "All reimbursable including any international travel costs, air tickets and local transportation, cost of office accommodation and cost of production reports, etc...are deemed to be included in the price. No reimbursement will be provided for any expense. International Key Experts are expected to spend 100% of their time input in Lebanon during each visit/mission. Can you elaborate on what is meant by the statement? Are bidders to build travel and other reimbursable rates into the remuneration rates?"	Refer to Question 8 above.	
Question 22. Refer to Q21 above		Considering the above, is FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES (NOT APPLICABLE) need to be filled?	Form FIN-4 (Breakdown of Reimbursable Expenses) is not applicable for this assignment and therefore does not need to be completed or submitted.	
Question 23.		Can offerors nominate non-key experts, especially that the ToR elude to the need for beneficiary surveys which are normally conducted by junior staff? If so, can this be budgeted above and beyond the LoE of 2300 days or shall it be built into it?	Refer to Question 10 above.	

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Question 24.		Has CDR done any type of institutional assessments for any of the participating municipalities, and if so, can those be shared?	Institutional assessments have been carried out for some of the participating municipalities. However, these assessments are not available for disclosure at this stage.
Question 25.		Is there any estimate on the anticipated number of contracts within LEAP in order to more accurately estimate the sample?	Refer to question 2 above.
Question 26.		Sampling threshold — confirm whether the percentage thresholds (100%, 50%, 25%) apply to the number of contracts or the value of contracts. This is the one we flagged from the ToR reading. Also, are these thresholds applied by type of contracts (works, goods, consultancy, ...etc) or by total number of contracts without considering type of contracts or by total amounts of contracts.	Refer to question 2 above.
Question 27. ToR		While the ToR provide some guidance on the size of the sample, it provides no insight on the frequency of visits that should be conducted by fiduciary, engineering, E&S for selected contracts, can you elaborate?	Refer to question 2 above.
Question 28.		For Fiduciary review activities, are those expected to be post or prior review for the selected contract(s), or both?	The TPMA's fiduciary review activities shall cover the contracts selected for monitoring under the assignment, irrespective of whether they were subject to prior review or post review. The purpose of the review is to verify compliance with the applicable procurement, financial management, and contract administration requirements of the Project, as specified in the TOR. Also, the fiduciary review is expected to cover the full procurement and contract implementation cycle of the selected contracts, to the extent applicable and based on the stage reached by each contract at the time of review. Given the emergency nature of the Project, procurement activities are being undertaken on an ongoing basis to facilitate the timely implementation of recovery interventions. Accordingly, fiduciary reviews conducted by the TPMA on contracts and procurement activities already completed or underway at the time of review shall be undertaken on a post-review basis. The TPMA will also be requested to review ongoing contract implementation and associated procurement documentation as part of its monitoring and verification responsibilities under the TOR.
Question 29.		For the Procurement review, shall it be made stage by stage (either all stages or selected stages) through the complete procurement cycle (starting from	Refer to Question 28 above.

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		preparing bidding documents up to the final handover) of the selected contract(s), or the review will be conducted after completing the full procurement cycle.		
Question 30.		For the Fiduciary review, shall it contain training, hands on, on the job or workshops.		the TPMA is expected to provide on-the-job knowledge transfer and practical guidance to the Client's team in the course of performing its fiduciary review activities.
Question 31.		What documents will be provided to the TPMA to conduct the required review are there some access restrictions on some documents, please advise.		The Client will provide the TPMA with access to all documents reasonably required to perform the services under this assignment, subject to applicable confidentiality, security, and data protection requirements.
Question 32.		During the implementation, is it required to review the Variation Orders (if any) for selected contract(s)		For the contracts selected for monitoring and verification under the TPMA assignment, the review should cover any Variation Orders (VOs), amendments, change orders, or contract modifications, where applicable.
Question 33.		Can two key experts be nominated for the same position as long as the overall LoE for that position is not exceeded?		Only one key expert may be proposed for each position. The nomination of two experts for the same position is not permitted, regardless of the total level of effort.
Question 34.		In case any of the team members, can part of their work (e.g., reporting) be done remotely?		Refer to Question 13 above.
Question 35.	ToR: Activity 2 Implementation Phase for Component 1	Under Activity 2 Implementation Phase for Component 1, the ToR states "at each of the localities selected". Can you explain what is meant by localities?		The term "localities" refers to the specific geographic areas, municipalities, villages, towns, or communities selected under the LEAP Project where Component 1 activities (including rubble removal, sorting, recycling, disposal, and related emergency response interventions) are being implemented.
Question 36.		In your description of Component 2, you mention the "green" qualifier — rapid, integrated, green, multi-sector. Can you elaborate on what that means in practice. Is it solar/renewable for the standalone generation systems? Green building standards for repairs? Or is it more of a framing principle?		The reference to "green" in Component 2 reflects an overarching project principle aimed at promoting environmentally sustainable, resource-efficient, and climate-resilient recovery interventions, consistent with the objectives of the LEAP Project and applicable World Bank requirements. This includes, where feasible, the adoption of Build Back Better (BBB) principles, energy-efficient designs, and the use of sustainable solutions such as photovoltaic (PV) systems and other renewable or environmentally friendly technologies and equipment.
Question 37.	TECH-1	Awaiting your clarification on the TECH-1 stamp duty requirement. Since LoChan & Co. is a foreign bidder, please confirm whether the duly completed and signed TECH-1 form may be submitted with applicable Indian stamp duty instead of Lebanese stamp duty.		Refer to Question 38 below.
Question 38.	As per TECH-1,	As per TECH-1, Lebanese Law No. 324/2024		The requirement to affix the stamp duty on Form TECH-1 is based on the

	Lebanese Law No. 324/2024 requires payment of stamp duty amounting to LBP 1,000,000 for public tenders, and the TECH-1 form must be duly completed, stamped, and signed.	requires payment of stamp duty amounting to LBP 1,000,000 for public tenders, and the TECH-1 form must be duly completed, stamped, and signed. Since this is an international bid and Lochan & Co. is an Indian firm, we understand that the Lebanese stamp duty requirement may be applicable only to Lebanese firms/entities. Accordingly, we are unable to provide the Lebanese stamp duty on the TECH-1 form. Kindly confirm whether, for foreign bidders, it would be acceptable to submit the duly completed and signed TECH-1 form bearing Indian stamp duty instead of the Lebanese.	applicable provisions of Lebanese law and the requirements set forth in the Request for Proposals. Therefore, all bidders, including foreign firms, are required to comply with the stamp duty requirement as specified in the RFP documentation.
Question 39.	TOR	When sampling contracts, if a single selected contract covers multiple delivery sites or large quantities of goods across several locations, does the obligation to monitor "all" physical delivery apply to every individual delivery point and item within that contract? Or is a risk-based sampling approach acceptable within a selected contract?	As mentioned in the TOR- page 79 "As agreed between CDR and the World Bank, the TPMA will monitor outputs and results and physical delivery of <u>all goods, works and services</u> and acceptance by the recipients to the extent possible".
Question 40.	TOR	Was the 2,300 expert working days calculated against a specific assumed portfolio size and average contract scope? If so, what were those assumptions?	The estimated level of effort of 2,300 staff-working days was established based on its assessment of the anticipated scope, complexity, duration, geographic coverage, and multidisciplinary nature of the assignment over the 36-month implementation period.

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