STATE ENTERPRISE
IGNALINA NUCLEAR POWER PLANT

APPROVED
Director General

_____
Audrius Kamienas

TERMS OF REFERENCE
FOR INPP CONSULTANCY SERVICES

_____ No. _____
Visaginas

1. INTRODUCTION

1.1. Client

The Client for this contract is the State Enterprise Ignalina Nuclear Power Plant.

1.2. Background

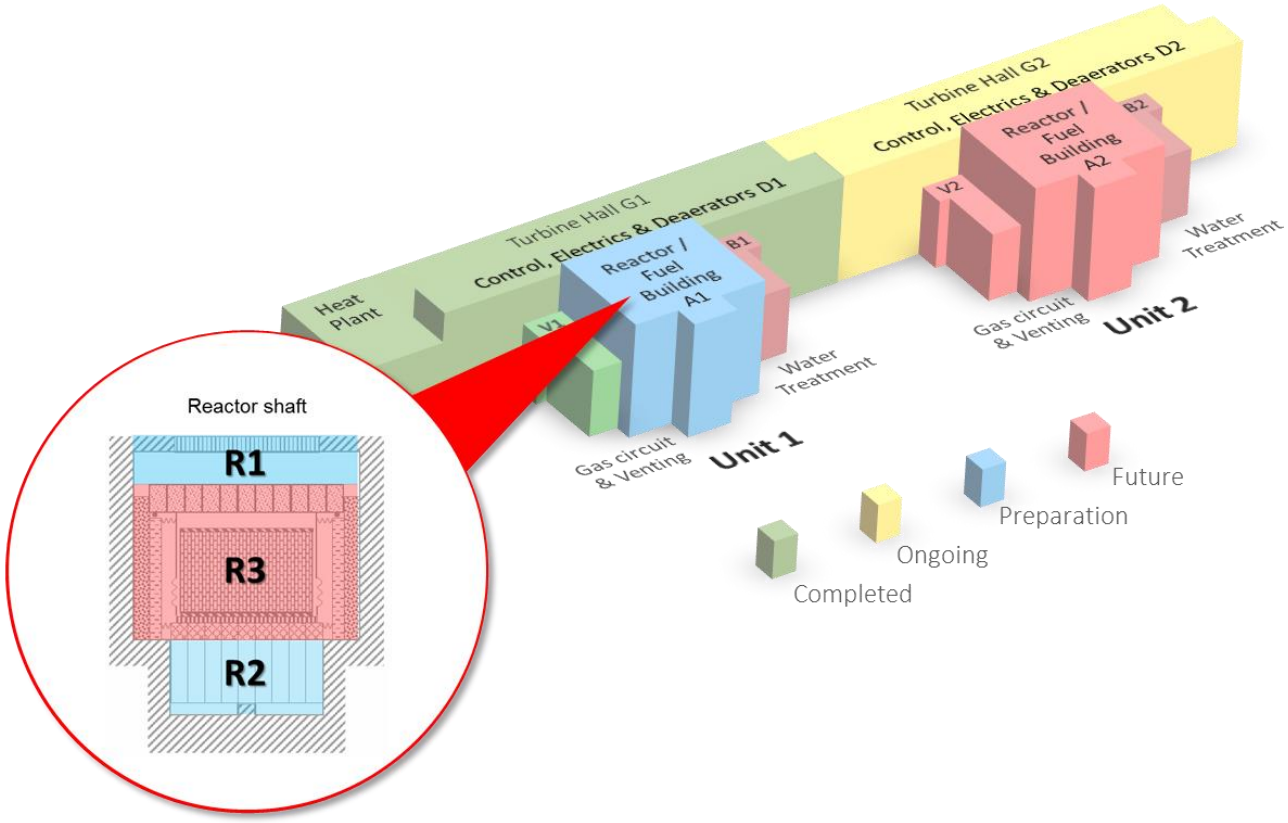
1.2.1. General Background

Ignalina Nuclear Power Plant (hereinafter, "INPP") comprises two units with RBMK-1500 reactors. The first unit of INPP was commissioned in 1983 and the second unit in 1987. Designed for largely autonomous operation, the INPP site holds extensive facilities for maintenance and repair, and for the storage of operational radioactive waste. Since the regained independence of the Republic of Lithuania, the INPP site, its facilities and the operating company (State Enterprise Ignalina Nuclear Power Plant – hereinafter "SE-INPP") have been owned by the Lithuanian State; the State is represented for this purpose by the Ministry of Energy.

Pursuant to the provisions of Protocol No 4 of the Treaty of Accession to the European Union (EU), INPP has been shut down (Unit 1 on 31 December 2004, Unit 2 on 31 December 2009) and is being decommissioned with substantial financial assistance from the EU's Ignalina Programme. The European Commission is in charge of the Ignalina Programme but has delegated its project-level implementation to the Central Project Management Agency (hereinafter, "CPMA" or "the Implementing Body") – an agency under the Lithuanian Ministry of Finance. The national financial contribution to INPP decommissioning is controlled by the Ministry of Energy.

SE-INPP is responsible for the preparation, and periodic updating, of the INPP Final Decommissioning Plan (FDP) according to an *immediate dismantling* strategy in which dismantling commenced shortly after final shutdown and will proceed continuously until the described end-state is achieved. Owing to the continuing presence of nuclear fuel at the units (until end-2022 at the earliest), INPP is still subject to *operational* licences issued by the national nuclear regulatory body, VATESI and held by SE-INPP. A *decommissioning* licence can be issued to SE-INPP by VATESI only when the units are fully defuelled.

At INPP, dismantling is planned, approved by VATESI, and executed according to the functional blocks of which the units are comprised. The diagram below illustrates the status of dismantling according to blocks in 2019/H2.



Dismantling of the reactor blocks, Blocks A1 and A2, is further broken down chronologically as:

- Equipment not required for reactor shaft Zone R1/R2/R3 dismantling;
- Reactor shaft Zone R1+R2;
- Reactor shaft Zone R3 (the reactor core);
- Equipment required for reactor shaft Zone R1/R2/R3 dismantling and therefore removed last.

The respective engineering designs for the dismantling of Blocks G1 and V1 were prepared under contract. Those for all other blocks have been, or will be, prepared in-house by SE-INPP including for reactor shaft Zones R1 and R2. To date, SE-INPP has provided the industrial workforce for all dismantling, decontamination and waste-related operations. Although SE-INPP is expected to remain the main industrial-workforce provider until the completion of decommissioning, it is recognised that peaks in workload and the loss of staff due to retirement may necessitate some activities to be outsourced.

As part of the decommissioning programme, a number of new facilities relevant to reactor dismantling have been, or are being, constructed:

- Facility B3: Solid Waste Management Facility. This facility is designed for the sorting, processing and packaging of solid waste of Classes B, C, D, and E. Facility B3 is under commissioning;
- Facility B4: Solid Waste Storage Facility (under commissioning). Attached to Facility B3, this comprises a buffer storage facility (Facility B4S) for Class B/C waste destined for the

Near Surface Repository and an interim storage facility (Facility B4L) for Class D/E waste pending deep geological disposal;

- Facility B10: Free-Release Measurement Facility (in operation);
- Facility B19: Landfill Facility (construction nearing completion). Up to 60,000 m^3 capacity, for the disposal of solid radioactive waste in Class A; and
- Facility B25: Near Surface Repository (construction under tendering). Up to 100,000 m^3 capacity, for the disposal of solid radioactive waste in Class B and C.

1.2.2. Specific background

It has been decided by the Client, and agreed with the European Commission and Ministry of Energy (hereinafter, "the Key Stakeholders"), that the project for the engineering design, licensing and planning for the dismantling of Zone R3 of both reactors and the processing, storage or disposal of the wastes generated (hereinafter, "project R3D") is to be implemented by means of commercial contract.

1.2.2.1. The R3D Framework

To this end, a framework agreement (hereinafter "the R3D Framework") will be signed with a single legal entity (hereinafter, "the Designer") according to the Public Procurement Law of the Republic of Lithuania. Within the R3D Framework, main contracts will be signed with the Designer for specific design-related activities, or groups thereof; such grouping of activities and letting of main contracts is at the discretion of the Client (in consultation with the Key Stakeholders and subject to approval by the Implementing Body).

The first main contract under the R3D Framework will comprise:

- *Development of the Methodology for the first main contract*

  The Methodology is a document setting out, as a minimum: the approach and methods adopted appropriate to the main contract; the detailed activities and resources required to fulfil the contract; all responsible persons showing their fields of expertise, responsibilities and organizational interfaces; the detailed schedule for the activities and identifying potential risks that may affect implementation of tasks and set out measures to mitigate them.

  The main purpose of the Methodology is to ensure the efficient and timely performance of the main contract.

- *Development of the Design Options Report*

  The Design Options Report (DOR) is a report explaining and summarizing for each technological process of dismantling of INPP Unit 1 and Unit 2 reactor facilities and safe management of resulting radioactive waste: the available and feasible options; the selection of such options according to justified methods; compatible scenarios combining the selected options further assessed for risk and cost-effectiveness; and, a recommended scenario for further development.

  The main purpose of the DOR is to satisfy the relevant regulatory bodies and stakeholders that a solution exists that can be developed into a Conceptual Design.

- *Development of Conceptual Design*

  The Conceptual Design, based on a scenario selected by the Client from the DOR, is a document describing to a level of detail defined by the Client, the overall design for dismantling of INPP Unit 1 and Unit 2 reactor facilities and safe management of resulting radioactive waste, setting out in particular for each technological process the equipment to be used, its layout, routes for movement, etc. The Conceptual Design shall be compatible with the Environmental Impact Assessment.

  The main purpose of the Conceptual Design is to satisfy the relevant regulatory bodies and stakeholders that INPP has a sufficient technical basis to proceed with the technological design and full safety analysis.

- *Development of Gap Analysis Report*

  The Gap Analysis Report sets out, and prioritizes, the actions required to proceed with achieving the solution as defined in Conceptual Design.

  The main purpose of the Gap Analysis Report is to assist INPP in the further development of the project for dismantling of INPP Unit 1 and Unit 2 reactor facilities and safe management of resulting radioactive waste.

- *Preparation of Environmental Impact Assessment Report and support of INPP during consideration of Report by State Institutions and public including transboundary context*

  An Environmental Impact Assessment Report (hereinafter referred to as EIAR) is a statutory requirement to ensure that options and proposals for dismantling and waste management comply with the national procedure for evaluating the likely impact of a proposed activity on the environment.

  Requirements for environment impact assessment of proposed economical activities in Lithuania are harmonized with EU requirements.

The subsequent main contract(s) of the R3D Framework may include, but may not be limited to:

- *Development of the Methodology for the respective main contract*

  For each main contract under the R3D Framework, a methodology analogous in content to that for the first main contract.

- *Development of Technological Design for dismantling works*

  The Technological Design (TD) is prepared on the basis of the Conceptual Design in line with requirements set in nuclear safety requirements BSR 1.5.1-2019 “Eksploatavimo nutraukimas” (Decommissioning) (section XVI in particular) and guided by the template of previous TDs prepared for dismantling works in other parts of the plant. Requirements are available at VATESI website http://vatesi.lt/index.php?id=545#c2875 (in the Lithuanian language).

- *Development of Safety Analysis Report for dismantling works*

  The Safety Analysis Report for dismantling works (DSAR), is developed in parallel to the Technological Design (TD) in line with requirements set in nuclear safety requirements BSR 1.5.1-2019 “Eksploatavimo nutraukimas” (Section XVI in particular) and guided by the template of previous DSARs prepared for dismantling works in other parts of the plant. Requirements are available on the VATESI website http://vatesi.lt/index.php?id=545#c2875 (in the Lithuanian language).

- *Development of RWISF Basic (Technical) design*

  Based on Conceptual Design the Basic (Technical) design for Reactor Waste Storage Facility shall be prepared in line with requirements set in nuclear safety requirements BSR 3.1.2-2017 "Radioaktyviųjų atliekų tvarkymas branduolinės energetikos objektuose iki jų dėjimo į radioaktyviųjų atliekų atliekyną / Pre-disposal Management of Radioactive Waste at the Nuclear Facilities" (section V in particular). Requirements are available on the VATESI website http://vatesi.lt/index.php?id=545#c2884 (in the Lithuanian language).

- *Development Preliminary Safety Analysis Report for RWISF (RWISF PSAR)*

  In parallel to RWISF Basic (Technical) design, a Safety Analysis Report for nuclear facility construction or reconstruction shall be prepared in line with requirements set in nuclear safety requirements BSR 3.1.2-2017 "Radioaktyviųjų atliekų tvarkymas branduolinės energetikos objektuose iki jų dėjimo į radioaktyviųjų atliekų atliekyną / Pre-disposal Management of Radioactive Waste at the Nuclear Facilities" (Section V in particular). Requirements are available on the VATESI website http://vatesi.lt/index.php?id=545#c2884 (in the Lithuanian language).

- *Preparation of RWISF Preliminary Decommissioning Plan*

  RWISF Preliminary Decommissioning Plan shall be in line with requirements set in nuclear safety requirements BSR 1.5.1-2019 "Eksploatavimo nutraukimas / Decommissioning" (section VI in particular). These requirements are available on the VATESI website http://vatesi.lt/index.php?id=545#c2875 (in Lithuanian language).

  An example of such a plan for a similar facility, the Preliminary Decommissioning Plan for the Solid Radioactive Waste Management and Storage Facility, is available for reference purposes or, if RWISF will be developed on the basis of B4S or on B3/4 site, updating.

- *Development of General Data Sets on Radioactive Waste Disposal Plans*

  General Data Sets on Radioactive Waste Disposal Plans (hereinafter referred to as GDS) are required in accordance with EURATOM Treaty Article 37. Requirements for GDS in Lithuania are set in the Description of the Procedure for the Submission to the Commission of the European Communities of Data Relating to the Disposal of Radioactive Waste, approved in 2012 by the resolution No. 326 of Government of the Republic of Lithuania.

  It is agreed between INPP, VATESI and the European Commission, that the General Data Set for reactor dismantling shall summarize information about already implemented dismantling activities at INPP. Relevant GDS prepared in the course of decommissioning are available.

- *Design for Construction Works inside the Reactor Building*

  On the basis of the Technological Design for dismantling works, engineering documents for construction works (i.e. demolition of load bearing structures, wall openings, etc.) inside reactor building if such constructions works will be necessary to proceed with Zone R3 dismantling.

- *Preparation of Specifications and Technical Requirements for Equipment and Tools Procurements*

  On the basis of the Technological Design for dismantling works, specifications and technical requirements for tools and equipment in order to procure tools necessary to proceed with Zone R3 dismantling and associated waste processing. Marked analysis for such tools shall be made (procurement of the tools and equipment will be carried out by SE Ignalina NPP).

- *Design of mock-ups and/or digital models*

  On the basis of the Conceptual and/or Technological Design / SAR for dismantling works, the set of engineering documents for development and implementation of mock-ups (i.e. specifications for tools, specifications for civil constructions, assembling drawings, testing programs, etc.) and/or a digital model if such mock-ups, tests and/or digital models will be necessary to demonstrate the safety and technical feasibility of dismantling works in Zone R3.

- *Specific working procedures*

  On the basis of the Technological Design for dismantling works and waste management, working procedures for specific dismantling works (i.e. those which shall be performed using specific tools and requires specific training).

1.2.2.2. Other project R3D Activities

Other contracts with commercial entities, and non-profit grants to Lithuanian State institutions, may also be awarded for activities related to project R3D outside the scope of the R3D Framework. Due to regulatory and practical considerations, SE-INPP will also have to perform some project R3D activities in-house.

1.3. Purpose

The purpose of this present contract (hereinafter "the Contract") is to assist the Client in ensuring that all project R3D activities are well managed, both technically and contractually.

2. OBJECTIVES OF THE CONSULTANCY SERVICES

2.1. General objective

The general objective to which the Contract contributes is the safe, efficient and timely implementation of reactor core dismantling at INPP to the satisfaction of all stakeholders.

2.2. Specific objectives

The specific objectives of the Consultant under the Contract are to provide support to the Client in:

- implementation of project R3D in accordance with the approved FDP, Lithuanian legislation and standards, EU legislation and IAEA safety regulations and guidelines;
- timely delivery of the project R3D results through the effective scheduling, initiation and coordination of all relevant activities (the R3D Framework, other project R3D contracts/grants and SE-INPP in-house activities) and management of interfaces with other INPP decommissioning-related projects that may interact with project R3D;
- identification of a safe and technically sound solution for Zone R3 of both reactors and the processing, storage or disposal of the wastes generated dismantling that is acceptable to the Key Stakeholders and regulatory bodies;
- achieving the highest standards of management for the R3D Framework and other commercial contracts in line with their provisions for the avoidance of disputes and claims;

- communication with the Key Stakeholders and their appointed representatives, with other institutions involved with implementation of the Ignalina Programme and national funding, with VATESI and other regulatory bodies, with local- and national-level decommissioning stakeholders and with the general public;
- seamless transition from project R3D to the physical implementation of its outcomes.

3. TASKS OF THE CONSULTANT

3.1. Project Management Support

The Consultant shall, in respect of project R3D:

General

a. provide guidance to the Client in all project management matters;
b. advise the Client in general management of the Client's assigned project team to ensure that the general objective is met;
c. provide project management support focusing on strategic project planning (deliverables, risk, project responsibilities and accountabilities, scheduling and schedule variance analysis), interface co-ordination, project communications planning and reporting, correspondence and appropriate peer review and governance in line with current project management methodology and best international practice;
d. assist the Client in the scheduling and coordination of all contracts, grants and in-house activities that support or impact upon project R3D, monitoring of progress and any reporting thereon;
e. assist the Client in implementation and effective use of Earned Value Management;
f. at the request of the Client, participate in meetings with the Implementing Body, Key Stakeholders and their appointed representatives, with other institutions involved with implementation of the Ignalina Programme and national funding, with VATESI and other regulatory bodies, with local- and national-level decommissioning stakeholders and with the general public;
g. assist the Client in any adjustment of project R3D to take account of advice from the Key Stakeholders and any advisors or evaluators appointed by them;
h. where the Consultant detects or otherwise becomes aware of any issue that may be prejudicial to the timely and cost-effective completion of project R3D, immediately inform in writing the Client providing advice upon resolution or mitigation measures;

Specific

i. assist the Client in preparation of project R3D progress reports to the stakeholders (in the English language);
j. issue to the Client a monthly summary report, in the English language, of the Consultant's own activities highlighting any risks or obstacles to progress or confirming the absence thereof;
k. review, on a regulator basis agreed with the Client, the risk-and-issues register for project R3D ensuring that risks of all relevant contracts, grants and in-house activities are properly integrated, and provide a written opinion to the Client thereon highlighting any deficiencies and providing advice on improvement;
l. in respect of the R3D Framework, together with the Client:

- develop technical specifications / terms of reference (in the English language) for main contracts. The Consultant shall countersign the said documents to confirm that they are of an acceptable quality,
- evaluate main-contract proposals of the Designer and provide to the Client a formal written opinion upon the acceptability thereof.

m. in respect of other contracts and grants for the furtherance of project R3D, at the Task Instruction of the Client, together with the Client:

- develop technical specifications / terms of reference (in the English language). The Consultant shall countersign the said documents to confirm that they are of an acceptable quality,
- provide to the Client, a written expert-opinion upon the acceptability of tender proposals.

n. assess any initiatives to amend the project and provide a formal written opinion thereon to the Client;

o. where appropriate, at the Consultant's own initiative, propose and justify to the Client required amendments to the project;

Other

p. at the request or Task Instruction of the Client, provide other related assistance within the project management capacity of the Consultant.

3.2. Contract Management Support

The Consultant shall, in respect of main contracts under the R3D Framework and, according to a Task Instruction of the Client, in respect of other commercial contracts for the furtherance of project R3D:

General

a. ensure a clear understanding by all parties of contractual conditions and requirements;

b. ensure that activities of the Designer (or other contractor as appropriate) and of the Client are properly coordinated and conducted in accordance with the provisions of the respective contract;

c. assist the Client in minimising commercial risk and provide guidance to the Client in commercial matters, including cost capture and forecasting;

Quality Assurance

d. assist the Client in review of documents relating to quality assurance and quality control processes to determine whether any proposed system of quality assurance and quality control and its application complies with the requirements of the respective contract and the needs of the project;

Progress, deliverables and payments

e. review the Programme of Performance (baseline and updates) of the respective contract in compliance with contractual requirements. Programmes are compiled in Primavera and Microsoft Project software;

f. review the content, sequence, logic, duration, critical path, subcritical path, etc. of the respective Programme of Performance of the contract;

g. confirm that activities of the Client, VATESI and other regulatory bodies, and the Key Stakeholders are appropriately included in the respective Programme of Performance of the contract;

h. review the Monthly/Quarterly Progress Report issued under the respective contract, in particular progress indicated on the Programme of Performance;

i. identify delays on critical and subcritical activities and any potential risk to key project milestone dates;

j. assist the Client in assessing the correctness, relevance and completeness of each contract deliverable or other output and provide to the Client a formal written opinion upon the acceptability thereof indicating any reservations;

k. at the request of the Client, assist the Client in addressing comments on contract deliverables arising from their review by VATESI and other regulatory bodies;

l. verify and validate invoices to ensure that they are correct, in line with the respective contract and that any criteria for their payment have been satisfactorily fulfilled. The Consultant shall provide to the Client either:

   – a signed statement to the effect that, in the opinion of the Consultant, the invoice is acceptable for payment, or

   – a reasoned justification why payment of the invoice should not be made;

Communications

m. review all formal contract correspondence from the Designer (or other contractor as appropriate) received without delay via the Client and, where applicable, advise the Client on how to respond or otherwise proceed;

n. review or draft the Client's formal contract-related correspondence to the Designer (or other contractor as appropriate) ensuring clarity and adherence to the respective contract, and countersign the outgoing correspondence in confirmation thereof;

o. review requests for technical information from the Designer (or other contractor as appropriate) received without delay via the Client and confirm by signature, that they are justified and appropriate to the respective contract;

p. review technical information to be provided by the Client to the Designer (or other contractor as appropriate) in response to a request and confirm by signature, that it is appropriate to the respective request and contract. Support in review of technical information by off-site experts of the Consultant is requested via the mechanism of the Task Instruction;

q. support the Client in regular Contract Review Meetings, ensuring that contractual issues are addressed in a constructive way. The Consultant shall countersign the protocol for any such meeting confirming that it is an accurate record thereof;

Amendments

r. assess any initiative to make permissible amendments to the respective contract and provide a formal written opinion thereon to the Client;

s. confirm in writing to the Client that any draft amendment of the respective contract is in line with the preceding initiative;

t. confirm in writing to the Client that any amended financial proposal of the Designer (or other contractor as appropriate) to fulfil the amended contract is correct and appropriate;

Disputes and Claims

u. facilitate the amicable resolution of any disputes arising with the Designer (or other contractor as appropriate) and, at the request of the Client, provide a written opinion on the substance of the dispute and its possible resolution;

v. evaluate contract claims and provide a formal written opinion thereon to the Client;

w. in the case of litigation by the Designer (or other contractor as appropriate), provide support to the legal experts of, or appointed by, the Client;

Other

x. at the request or Task Instruction of the Client, provide other related assistance within the contract management capacity of the Consultant.

3.3. Technical Engineering Support

The Consultant shall, according to a Task Instruction of the Client in respect of the R3D Framework and other contracts, of grants, and of in-house activities of the Client, for the furtherance of project R3D:

a. provide its own independent technical assessment report upon:
   - any proposed technical options and/or technical solutions and/or the calculations, data, methods and assumptions that underpin them,
   - any aspects of the respective implementation methodology,
   - the integrity of the project R3D schedule and its coherence with INPP's Decommissioning Megaproject and Final Decommissioning Plan,
   - the impact of other decommissioning-related activities at INPP on project R3D,
   - the impact of project R3D on other decommissioning-related activities at INPP;

b. assist the Client in addressing organisational and capacity issues, in particular those that are under the responsibility of the Client raised by the Gap Analysis, for the seamless transition from project R3D to the physical implementation of its outcomes;

c. provide other related assistance within the technical engineering support capacity of the Consultant.

For this purpose, the Consultant must be able to draw upon a base of qualified experts, independent of the Designer, in the fields relevant to project R3D.

4. TASK INSTRUCTION MECHANISM

4.1. Task Instruction

A Task Instruction is a formal request under the Contract for specific services, presented according to the agreed template, setting out the scope and detailing the manner and time for performance. A Task Instruction may be initiated only by the Client in agreement with the Implementing Body.

A Task Instruction is required, in particular, for:

- any activities by off-site experts of the Consultant in the field project management support according to Section 3.1 above;

- activities of the on-site experts of the Consultant in the field of contract management support according to Section 3.2 other than those associated with the R3D Framework;
- any activities by off-site experts of the Consultant in the field of contract management support according to Section 3.2 above;
- all technical engineering support activities according to Section 3.3 above.

Implementation of activities according to a Task Instruction shall not result in exceeding the maximum price of the Contract.

4.2. Task Instruction procedure

The procedure of the Task Instruction is as follows:

(1) The Client shall present a draft Task Instruction, approved by the Implementing Body, to the Consultant according to the template indicating:

- a detailed description of the task to be performed;
- from those demanded by the Contract, the required qualification of the expert(s) of the Consultant who will perform the task;
- the deliverable(s) to be prepared by the Consultant in fulfilment of the task;
- the timescale upon which the task is to be performed;
- the maximum number of working days under the Contract, envisaged by the Client, that can be assigned to the task;
- at the discretion of the Client, an outline of any follow-up activities not included in the task which may give rise to a future Task Instruction.

(2) The Consultant shall in close coordination with, and within a period agreed by, the Client, finalise the Task Instruction clarifying where necessary the task, expert qualification, deliverable(s), timescale and maximum working days under the Contract. If these are not already held by the Client, the Consultant shall provide documents that prove the qualification of the experts required.

The task is eligible for funding under the Contract upon receipt of approval by the Implementing Body of the finalised Task Instruction up to, but not exceeding, the maximum number of working days set out therein. Payment for the task is subject to receipt of the defined deliverable(s).

5. ORGANISATION

5.1. Obligations of the Consultant

The Consultant shall, unless otherwise agreed by amendment of the Contract:

a. provide not less than <u>one</u> expert to work full-time on-site at INPP on all normal working days (excluding weekends and public holidays of the Republic of Lithuania) consistent with INPP's normal working hours. Other than in exceptional cases accepted by the Client, substitution during unforeseeable absence of an on-site expert shall be arranged within a maximum of 5 working-days;

b. together with the Client, arrange an annual appraisal, or an *ad hoc* appraisal on the request of the Client, of an on-site expert;

c. arrange, within 20 working days, the replacement of an on-site expert where this is mutually agreed between the Consultant and Client;

d. make all necessary arrangements for travel of the Consultant's on-site or other expert(s) to, from and within the Republic of Lithuania (and to any other countries where this is agreed under a Task Instruction);

e. make all necessary arrangements for any away-from-home accommodation of the Consultant's experts required under the Contract;

f. ensure that any experts required to perform duties on the INPP site are suitable and qualified to obtain the necessary permissions (medical, State security, knowledge of radiation safety, etc.).

5.2. Obligations of the Client

The Client shall:

a. provide, free of charge, an equipped office space at INPP for the on-site expert(s) of the Consultant as would be provided to employees of the Client being not less than 10 m² per person and equipped by the Client with phone and computer/monitor to be used solely for the fulfilment of the Contract;

b. provide, free of charge, all utilities, access to office equipment (e.g. scanner, photocopier) and office consumables to be used by the on-site expert(s) for the fulfilment of the Contract;

c. provide access to all documents, computer systems and databases of INPP for planning and monitoring of decommissioning relevant to project R3D;

d. present to the Consultant without delay all contractually significant documents (correspondence, deliverables, etc.) of the R3D Framework and, where included according to a Task Instruction of the Client confirmed by the Implementing Body, other commercial contracts for the furtherance of project R3D;

e. provide, in compliance with national legislation and the rules and procedures of INPP, access to the reactor units including all required radiological monitoring, protective clothes, etc., as would be provided to an employee of the Client;

f. assist the Consultant in obtaining any permissions from national bodies necessary for the performance of the Contract;

g. on request of the Consultant, arrange meetings with the experts of the Consultant at the Client's most senior level (General Director and/or Director level) for the presentation of opinions or conclusions reached or in order to resolve issues arising in the Contract;

h. provide, where justified, translation and interpretation services to the Consultant for English to/from Russian and English to/from Lithuanian.

5.3. Contract Methodology

The Contract Methodology is a living document that shall be updated for reference purposes throughout the duration of the Contract. The draft Contract Methodology shall be prepared

by the Consultant within 15 calendar days of the entry into effect of the Contract and provided for comment of the Client. The draft Contract Methodology, and any updates thereof by the Consultant, must be approved by the Client.

The Contract Methodology shall, as a minimum, include:

a. a synopsis of the activities set out in these terms of reference with refinements as deemed necessary and of the different organisations involved. All constraints and assumptions applicable should be identified;

b. a detailed organisational chart, organisational interfaces, lines of communication, etc., agreed with Client in respect of the on-site expert(s) of the Consultant;

c. a list of experts of the Consultant with respective qualification available to substitute the on-site expert(s) and for activities under Task Instructions;

d. a template for the Monthly Summary Report and Task Instruction;

e. a description of the documentation and access to computer systems which are necessary for the execution of the contract;

f. a QA/QC programme or plan covering all contract activities of the Consultant.