

3 PROJECT IMPLEMENTATION PROCEDURES

3.1 MOU EXECUTION

Overview

Item	Description
Purpose	To lay down MoU execution process and related timelines
Reference to Guidelines	Step 6 & 7, table 4, Para 4.1, pages 36 and 45
Prerequisite/s	Uploading of approved empowered committee (EC) minutes and sanction order
Time for completion	20 working days from uploading of sanction order on the nominated website (Sanction order uploading day is referred as 'I ₂ ')
Resource/s	As per SF 3.1A: Prospective project work schedule, SF 3.1B: Standard terms & condition, SF 3.1.C: Special terms & conditions and SF 3.1.D: Power of Attorney (PoA)
Process owner	For APS: SRLM For YPS: CTSA

3.1.1 Preparatory work for execution of MoU

Overview

Item	Description
Purpose	To delineate the preparatory work for MoU execution and related timelines
Prerequisite/s	Uploading of EC minutes on the nominated website
Time for completion	15 days of time gap between I ₁ and I ₂ and 2 days after I ₂ (I ₁ : Uploading of approved EC minutes and I ₂ : Uploading of Sanction order)
Resource/s	As per SF 3.1A: Prospective project work schedule, SF 3.1B: Standard terms & condition, 3.1.1C: Special terms & conditions and 3.1.1D: Power of Attorney (PoA)
Process owner	For APS: SRLM For YPS: CTSA

Activities

Sl.	Action	Actor	Time for completion	Relevant documents
For YPS				
1	Filling up "Prospective project work schedule"	PIA	I ₁ + 10days	SF 3.1A: Prospective project work schedule

Sl.	Action	Actor	Time for completion	Relevant documents
2	Review of “Prospective project work schedule” ¹	SRLM	I ₁ + 15 days	Review and validate SF 3.1A as per 3.1.1.1 of SOP
3	Validation of “Prospective project work schedule”	CTSA	I ₁ + 17days	validate and freeze SF 3.1A as per 3.1.1.1 of SOP
4	Preparation of MoU annexures	PIA	I ₁ +3 days	SF 3.1B: Standard terms & condition, 3.1.1C: Special terms & conditions and 3.1.1D: Power of Attorney (PoA)
5	Filling up MoU signatory by name & designation	PIA, SRLM &CTSA	I ₁ +3 days	On the designated website
6	Review fund position and advise MoRD and/or SRLM if funds are likely to fall short with a copy to PIA	CTSA	I ₁ +3 days	As per data given in ERP system.
For APS				
1	Filling up “Prospective project work schedule”	PIA	I ₁ +10 days	SF 3.1A
2	Validation of “Prospective project work schedule”	SRLM	I ₁ +17 days	validate and freeze SF 3.1A as per 3.1.1.1 of SOP below
3	Preparation of MoU annexures	PIA	I ₁ +3 days	SF 3.1B, 3.1.1C and 3.1.1D
4	Filling of MoU signatory by name & designation	PIA and SRLM	I ₁ +3 days	On the designated website
5	Review fund position and advise MoRD or take internal action if funds are likely to fall short with a copy to PIA.	SRLM	I ₁ +3 days	As per data given in ERP system.

3.1.1.1 Prospective work schedule for the project: Contents and relevance

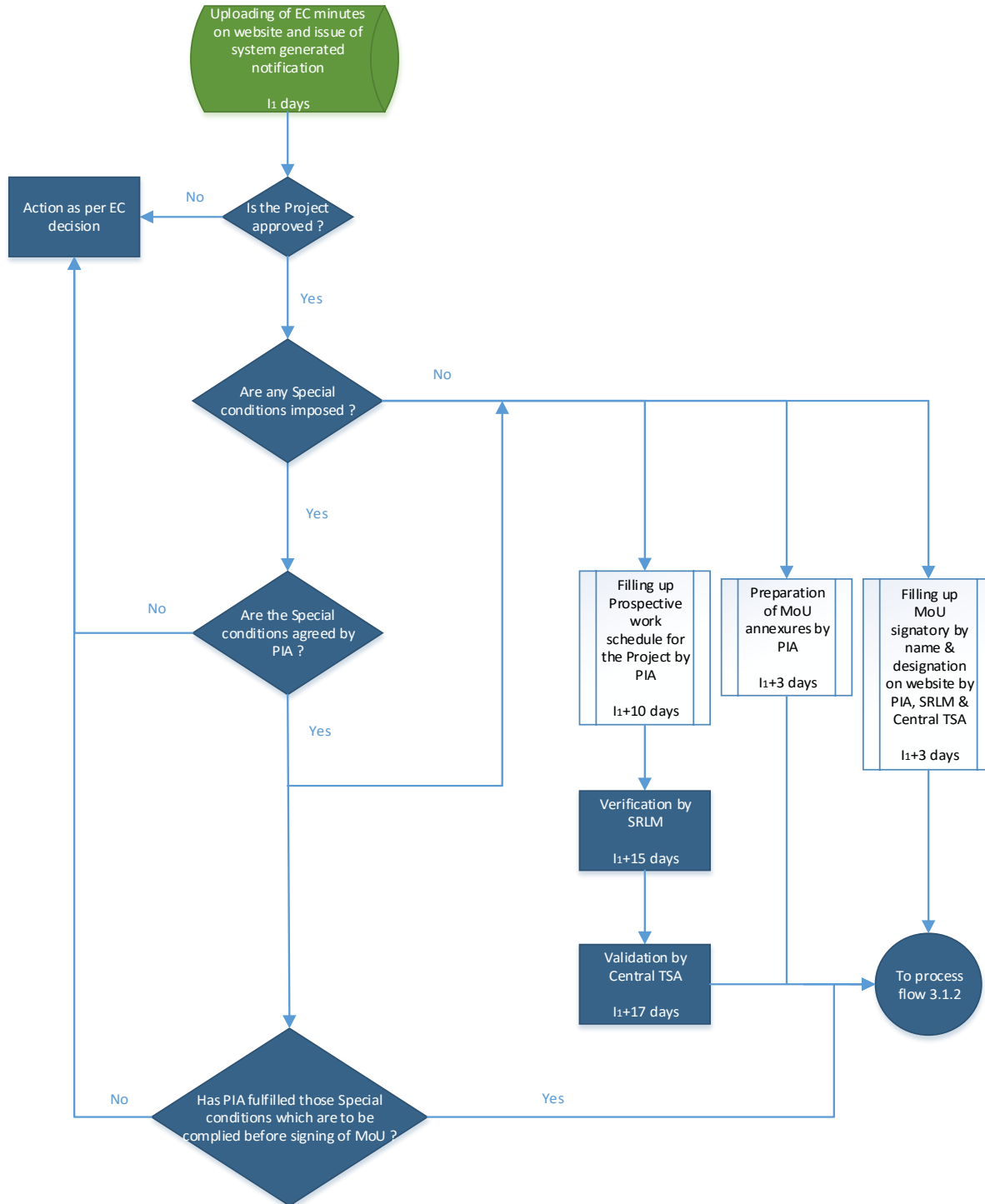
The prospective work schedule for the project should give a comprehensive picture of PIA’s plan of action for implementing the project. The details are to be filled in a web form as per SF 3.1A and would include the following:

- a. Monthly training commencement schedule for the complete project duration.
- b. Monthly training completion schedule for the complete project duration.
- c. Training of candidates should commence within 90 days of project commencement date.

¹ If any changes suggests during the review, shall be incorporated by PIA and get it approved by SRLM on the date of review itself.



Figure 3.1-1 Preparatory steps in execution of MoU for YPS



1. 'I1' refers to date of EC minutes getting uploaded on website

2. Day refers to working day only

3. Based on past experience it is assumed that at-least 15 working days gap will be available between release of EC minutes and issue of sanction order. However, if the gap is less than 15 days then 20 working days period for execution of MoU will be increased correspondingly. However in no case will the execution period should be more than 35 working days

- d. Minimum trainings to be initiated in a year as per the project duration is given below:
- In case the project duration is 2 years or less but more than 1 year, at least 35% of training of the total project target should commence within 12 months of the effective date of commencement of the project.
 - In case the project duration is 3 years or less but more than 2 years, at least 30% of training should commence within 12 months, at least 65% training should commence within 24 months, of the effective date of commencement of the project.
 - In case the project duration is 4 years or less but more than 3 years, at least 20% of training should commence within 12 months, at least 40% training should commence within 24 months, at least 75% training should commence within 36 months of the effective date of commencement of the project.
 - In case the project duration is 5 years or less but more than 4 years, at least 15% of training should commence within 12 months, at least 40% training should commence within 24 months, at least 60% training should commence within 36 months, at least 85% training should commence within 48 months of the effective date of commencement of the project.
- e. Within the minimum targets prescribed above the PIA has flexibility to vary the training quantum across different months of the year, across different geographical locations, across different trades and training centres.

3.1.1.2 Monitoring of the prospective work schedule and penal clauses for failure

- a. PIA should report the number of candidates in a batch after a batch is frozen. This will be treated as number of candidates for whom training is initiated.
- b. Similarly the PIA should report the number of candidates who complete the training on a continual basis.
- c. The number of candidates for whom the training is initiated should be at least the number indicated in the corresponding month of prospective work schedule.
- d. Similarly the number of candidates trained should be at least the number indicated in the prospective work schedule.
- e. Cumulative training achievement will be reviewed by SRLM/CTSA as follows:
 - i. Shortfall in the cumulative total should not be more than 10% of the cumulative target in first 6 months of commencement of project execution
 - ii. Shortfall in the cumulative total should not be more than 5% of the cumulative target from 7th month to till 6 months before completion of the project. (this clause is not applicable for 1 year project)
 - iii. There should not be any shortfall in the cumulative target for the last 6 months' of the project duration
- f. Any deviation from steps will lead to the following:

- i. Issue of notices serially numbered 1 of 3, 2 of 3 and 3 of 3. The first notice will be called yellow alert, and the second will be called red alert. The third notice will be a show cause notice under conditions of default as discussed in Chapter 1. All the notices will be addressed to the Authorised Signatory (or to any other entity to whom notices have to be served as per MoU) with copies to project head and organisation CEO (or person of equivalent responsibility).
- ii. The notice will be issued by 8th of the following month and the PIA should reply by 13th.
- iii. In addition a review meeting will be held with MoRD on the 3rd Monday of the following month consisting of PIA representative(s), SRLM and CTSA.
- iv. Representatives from the PIA side for the meeting will be based on the type of notice issued. The list as per the type of notice is given below:
 - a. Yellow alert: Project head
 - b. Red alert: Project head and Authorised signatory
 - c. Notice of default: Project head, Authorised signatory and CEO of the organisation
- v. MoRD will consider the reply and also give weight to the oral representation in the meeting and decide on further action
- vi. All notices which are not closed will be counted cumulatively and third unclosed notice will lead to action under default.
- vii. In case the default is by the consortium then all the members of the consortiums should be represented as per levels specified above.
- viii. In case of absence or if the representation is not as per the level specified it will be treated as a separate default and action under the section on remedy for default will be invoked.
- g. After issue of a notice under default (i.e. after issue of yellow and red alerts) any shortfall in cumulative totals will lead to issue of notices under default directly.
- h. On issue of notice of 4th default and having considered both the written and oral evidence, if an action is found desirable then the minimum penalty shall be termination of the project and recovery of money for unachieved portion of the targets.

3.1.2 Signing of MoU

Overview

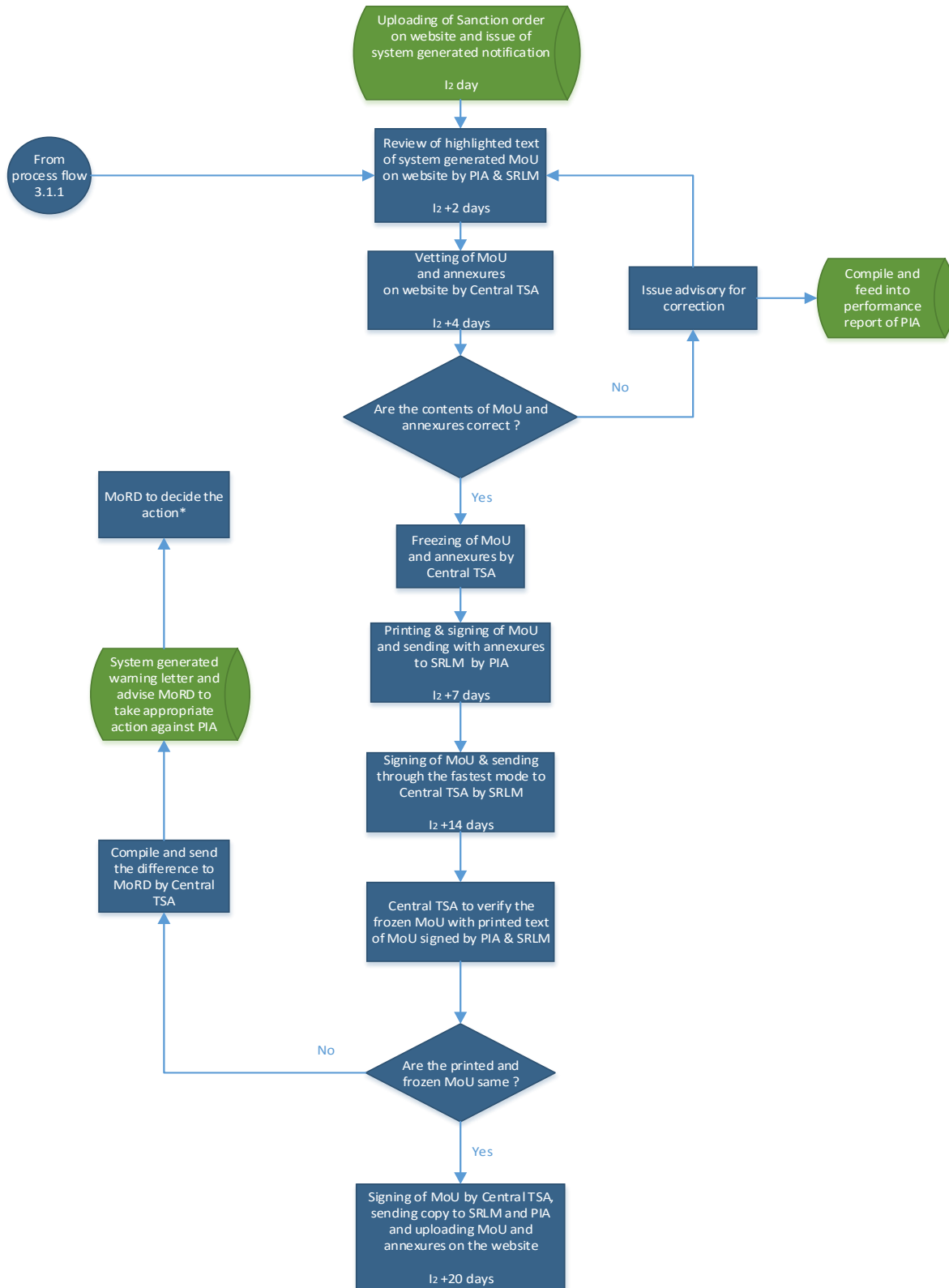
Item	Description
Purpose	To delineate the steps/actions to be taken in signing MoU
Prerequisite/s	Uploading of sanction order on the nominated website
Time for completion	20 working days from uploading of sanction order (start from 1 st day)
Resource/s	MoU
Process owner	For APS: SRLM

Item	Description
	For YPS: CTSA

Activities

Sl.	Action	Actor	Time for completion	Relevant Documents
For YPS				
1	Review highlighted text of system generated MoU	PIA & SRLM	l ₂ +2 days	MoU
2	Vetting and freezing of MoU and annexures thereof	CTSA	l ₂ +4 days	MoU
3	Printing and signing of MoU and annexures, and ensure that it reaches SRLM	PIA	l ₂ +7 days	From the above source
4	Signing of MoU and ensuring that it reaches CTSA	SRLM	l ₂ +14 days	MoU
5	a. Signing of MoU and ensuring that copies reach SRLM and PIA b. Uploading of MoU and annexures on the web-link	CTSA	l ₂ +20 days	MoU and uploading on the designated website
For APS				
1	Review highlighted text of system generated MoU	PIA	l ₂ +2 days	MoU
2	Vetting and freezing of MoU and annexures thereof	SRLM	l ₂ +4 days	MoU
3	Printing and signing of MoU and annexures, which should reach at SRLM	PIA	l ₂ +7 days	From the above source
4	Signing of MoU sending a copy to PIA and informing CTSA about the event completion Uploading MoU and annexures on the web-link	SRLM	l ₂ +14 days	Project MoU and uploading on the designated website

Figure 3.1-2 Execution of MoU for YPS



* The Project will go bottom of the queue of approved Project . No further action will be taken on revival of the Project till receipt of further direction from MoRD

3.2 RELEASE OF 1ST INSTALMENT

Overview

Item	Description
Purpose	To lay down the fund release process for 1 st instalment and issue of Project commencement order to PIA
Reference to Guidelines	Row 1, Instalment 1, table 6, para 5.9, page 56
Prerequisite/s	Uploading of executed MoU
Time for completion	10 working days after signing the MoU (MoU execution day is coded as I ₃)
Resource/s	As per SF 3.2A: Bank account details and SF 3.2B: Project commencement order
Process owner:	For APS: SRLM For YPS: CTSA

Activities

Actor	Action	Time for completion	Relevant Documents
PIA	<ol style="list-style-type: none"> Opening dedicated bank account² for the project and linking it to Public Finance Monitoring System (PFMS) Filling up the bank account details if PFMS is not operational. 	To be completed at least 5 days before signing of MoU (I ₃ -5days)	SF 3.2A: Bank account details
SRLM (For APS)/ CTSA (For YPS)	Release the first instalment amount of central & State shares and updating the status on designated web-link (It is mandatory central and state shares are released together This should be followed meticulously by fund releasing agencies)	latest by I ₃ +10 days	Nil
SRLM (For APS)/ CTSA (For YPS)	Issue of Project commencement order	latest by I ₃ +10 days	SF 3.2B: Project commencement order
Note: The project commencement date of the project will be from 30 days from the date release of central and state share from CTSA for YPS/ SRLM for APS			

² If consortium partners are going to implement any activities and any outsourcing partner is engaged in training and placement towards the project, they have to open a dedicated bank account. All the project bank account needs to be mapped into PFMS, whenever the system becomes functional.

CTSA must release funds to the PIAs only after it receives both the central and state shares. In some cases the central share was released before the SOP was issued with the instructions that PIA should not spend any money till SOP is released. Now it is reiterated that PIA should not spend any money till state share is released.

3.3 PROJECT EXECUTION READINESS ASSESSMENT

Overview

Item	Description
Purpose	To ensure availability of basic core team for implementing the project and sensitize them in implementation procedures
Reference to Guidelines	NA
Prerequisite/s	Uploading of sanction order on the designated website
Time for completion	Any time after issue of sanction order but not later than 30 days from release of 1 st Instalment (not later than I ₄ +30)
Resource/s	SF 3.3A: Project execution readiness form
Process owner	PIA for all states

Activities

Actor	Action	Time for completion	Relevant Documents
PIA	Filling up all the details	Not later than I ₄ + 15 days	SF 3.3A: Project execution readiness form
SRLM (for APS)/CTSA (for YPS)	Validation of data filled in SF: 3.3 A by inspecting the Project Headquarters.	Complete by I ₄ + 30 days	SF 3.3A

3.4 RELEASE OF 2ND INSTALMENT

Overview

Item	Description
Purpose	To specify activities for release of 2 nd instalment of funds to PIA
Reference to Guidelines	Row 2, instalment 2, table 6, para 5.9, page 56
Prerequisite/s	System generated notification for fulfilment of condition as per above reference to guidelines
Time for completion	60 working days for YPS (40 working days for APS) from eligibility day (notification date of eligibility for 2 nd instalment is coded as E ₂) provided all conditions are fulfilled by the PIA.
Resource/s	SF 3.4A: Checklist for release of 2 nd instalment updated through the system (accessed from the web-link)
Process owner	for APS: SRLM for YPS

Item	Description
	1) CTSA till dispatch of recommendation to MoRD and also for release of funds after MoRD issues release order 2) MoRD after receipt of recommendation and till issue of release order

Activities

Actor	Action	Time for completion	Relevant Documents
PIA	Submission of checklist and annexures for release of 2 nd instalment to SRLM for APS/CTSA for YPS	E ₂ +3 days	SF 3.4A: Checklist for release of 2 nd instalment updated through the system
SRLM for APS/CTSA for YPS	Ensure all advisories are complied with CTSA to SRLM for APS and vice-versa for YPS. Validate the checklist, annexures and upload on designated web-link. ³	E ₂ +10 days	Inspection reports of PIA Q team, SRLM/CTSA
For APS			
SRLM (APS)	<ol style="list-style-type: none"> 1. Issue of release order & upload on the designated web-link 2. Release 2nd instalment amount of Central and State share to PIA's designated bank account for the project 3. Update fund release status on the designated web-link 	Before E ₂ +40 days	Nil
For YPS			
CTSA	Recommendation for release of 2 nd instalment to MoRD	E ₂ +12 days	SF 3.4A
MoRD	Issue of release order and upload on the designated web-link	E ₂ + 52 days	Nil
CTSA	Release of 2 nd instalment to PIA and upload the status on the designated web-link	E ₂ +60 days	Nil

³If a PIA fails to comply with the conditions for release of instalment then the request for release will be sent to the bottom of queue.

3.5 RELEASE OF 3RD INSTALMENT

Overview

Item	Description
Purpose	To delineate steps in release of 3 rd instalment to PIA
Reference to Guidelines	Row 3, instalment 3, table 6, para 5.9, page 56
Prerequisite/s	System generated notification for fulfilment of condition as per above reference to guidelines
Time for completion	60 working days for YPS (40 working days for APS) from eligibility day (notification date of eligibility for 3 rd instalment is referred as 'E ₄ ' day) provided all conditions are fulfilled by the PIA.
Resource/s	SF 3.5A: Checklist for release of 3 rd instalment
Process owner	for APS: SRLM for YPS 1) CTSA till dispatch of recommendation to MoRD and also for release of funds after MoRD issues release order. 2) MoRD after receipt of recommendation and till issue of release order

Activities

Actor	Action	Time for completion	Relevant Documents
PIA	Submission of checklist and annexures for release of 3 rd instalment to SRLM for APS/CTSA for YPS	E ₄ +3 days	SF 3.5A: Checklist for release of 3 rd instalment
SRLM for APS/CTSA for YPS	Ensure all advisories are compiled by CTSA to SRLM for APS and vice-versa for YPS. Validate the checklist, annexures and upload on designated web-link. ⁴	E ₄ +10 days	Inspection report of SRLM/CTSA
For APS			
SRLM (APS)	1. Issue of release order & upload on the designated web-link 2. Release 3 rd instalment amount of Central and State share to	E ₄ +40 days	Nil

⁴If it is found that, the PIA has fail to comply the Guidelines condition then the proposal for release will be sent back to the queue and the process will start afresh from the beginning

Actor	Action	Time for completion	Relevant Documents
	PIA's designated bank account for the project 3. Update fund release status on the designated web-link		
For YPS			
CTSA	Recommendation for release of 3 rd instalment to MoRD	E ₄ +12 days	SF 3.5A
MoRD	Issue of release order and upload on the designated web-link	E ₄ +52 days	Nil
CTSA	Release of 3 rd instalment to PIA and upload the status on the designated web-link	E ₄ +60 days	Nil

3.6 COMPLETION OF PROJECT TRAINING AND PLACEMENT – ISSUE PROJECT COMPLETION REPORT

Overview

Item	Description
Purpose	To verify and close the training and placement component of the project
Reference to Guidelines	NA
Prerequisite/s	Completion of project training and placement activities
Time for completion	Complete within 70 days after the PIA completes the project training and placement process. (Date of completion of placement for the project is referred as 'E ₇ ' day).
Resource/s	SF 3.7B Project completion report
Process owner	For APS: SRLM/For YPS: CTSA

Activities

Actor	Action	Time for completion	Relevant Documents
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Actor	Action	Time for completion	Relevant Documents
PIA op team	1. Complete last batch of training and place minimum 75% of candidates thereof. System will freeze the training and placement data on the designated website 2. Provide the checklist as per standard format	E ₆ for training and E ₇ for placement completion	Nil
PIA Q team	Complete the verification of training and placement	E ₇ + 20 days	Nil
SRLM (For APS)/ CTSA (For YPS)	Complete the verification of training and placement	E ₇ + 20 days	Nil
SRLM (For APS)/ CTSA (For YPS)	Validate the training and placement data on the designated website	E ₇ + 35day	Nil
SRLM/CTSA	Ensure all advisories are complied with – advisories from CTSA to SRLM for APS and vice-versa for YPS.	E ₇ + 40 days	Inspection report of Q teams of SRLM/ CTSA
For APS			
SRLM	Verify the check list and finalise the total training and placement	E ₇ + 45 days	SF 3.7B Project completion report
SRLM	Issue Project completion report	E ₇ + 70 days	Nil
For YPS			
CTSA	Verify the check list and finalise the total training and placement	E ₇ +45 days	SF 3.7B Project completion report
CTSA	Advise MoRD about the project closure of training and placement	E ₇ +50 days	Nil
MoRD	Issue project completion report	E ₇ +70 days	Nil

3.7 RELEASE OF 4TH INSTALMENT & CLOSURE OF PROJECT

Overview

Item	Description
Purpose	To lay down the fund release process of 4 th instalment to PIA & closure of the project
Reference to Guidelines	Row 4, instalment 4, table 6, para 5.9, page 56

Item	Description
Prerequisite/s	Fulfilment of condition as per reference to guidelines and notification for data freezing on the web-link
Time for completion	14 months from 'E ₇ ' day ⁵
Resource/s	SF 3.7A: Checklist for release of 4 th instalment and SF 3.7B Project completion report
Process owner	SRLM for APS/CTSA for YPS

Activities

Actor	Action	Time for completion	Relevant Documents
PIA op team	Submission of project closure report and checklist and annexures for release of 4 th instalment to SRLM and CTSA	E ₇ +10 months	SF 3.7A: Checklist for release of 4 th instalment and SF 3.7B Project completion report
SRLM for APS/CTSA for YPS	Completing the retention verification process	E ₇ +10 months 9 days	Inspection report of SRLM/CTSA
SRLM for APS/CTSA for YPS	Verification and comments on Project closure report. Validate the checklist, annexures and upload on designated web-link.	E ₇ +10 months 14 days	SF 3.7A & SF 3.7B
PIA	Changes as per the comments of SRLM/CTSA (if any)	E ₇ +10 months 24 days	SF 3.7B
SRLM for APS/CTSA for YPS	Freezing and uploading of Project closure report on the designated web-link	E ₇ + 11 months 8 days	SF 3.7B
For APS			
SRLM	<ol style="list-style-type: none"> 1. Issue of release order & upload on the designated web-link 2. Release 4th instalment amount of Central and State share to PIA's designated bank account for the project 3. Update fund release status on the designated web-link 4. Issue of final closure report 	E ₇ +12 months E ₇ +12 months 7 days E ₇ +12 months 15 days E ₇ +13 months	Nil
For YPS			

⁵ References to months and days in this process are to calendar months and days.

Actor	Action	Time for completion	Relevant Documents
CTSA	Recommendation for release of 4 th instalment to MoRD	E ₇ +11 months 20 days	SF 3.7A
MoRD	Issue of release order and upload on the designated web-link	E ₇ +13 months	Nil
CTSA	Release of 4th instalment to PIA and upload the status on the designated web-link	E ₇ +13 months 15 days	Nil
MoRD	Issue of final closure report	E ₇ +14 months	

3.8 CONSORTIUM ARRANGEMENTS & OUTSOURCING OF ACTIVITIES

The basic conditions to be fulfilled for participation of a consortium in DDU-GKY and/or franchising/outsourcing of some activities to other agencies will be as per conditions specified in the guidelines (refer section v and vi, para 4.7 pages 49, 50 and 47 respectively). These conditions will be enforced at the application stage. Following arrangements enable implementation of these conditions:

1. Consortium

- a. All the partners are jointly and severally responsible for the project, if consortium members default and are unable to fulfil the obligations as defined in the application form, the lead partner should inform SRLM for APS and CTSA for YPS within 10 days of the default. The Lead partner should also undertake the task assigned to defaulting members directly or through any of the consortium partners. These arrangements should also be specified by the lead partner.
- b. Failure to comply with this condition will lead to termination of the project. The condition for termination will be assessed as per the project status by the SRLM for APS and MoRD for YPS.

2. Outsourcing / Franchisee arrangement

- a. Outsourcing of training and placement activities should be undertaken in consonance with information provided in the application form. If there is failure in the outsourcing arrangement, the PIA should undertake the activity directly. In no case is change of outsourcing partner permitted for training and placement.
- b. For outsourcing of other activities, PIA should provide information of the outsourcing partner along with the financial and legal terms of arrangement. The

information should be conveyed at least 10 days before commencement of the activity to SRLMs for APS and CTSA for YPS.

- c. Once the outsourcing partner is chosen for an activity, a PIA will not be permitted to change the partner under any circumstances. The PIA should take up the activity directly if the arrangement fails.

The financial transactions will be transparent and done through PFMS. Till such time PFMS is in place all transactions between various agencies in the project should be done through the banking system only.

If these conditions are not met, a PIA is deemed to have defaulted and action can be initiated as per the rules.

3.9 ORDERLY CLOSURE OF A PROJECT

A project can be closed/terminated under the following conditions:

- i. Under conditions of default: The project will be terminated as per conditions of default.
- ii. When PIA requests for project closure:
 - When it is unable to execute the project: In this condition the PIA should give written request for closure of the project. In such a case an audit will be completed and as per the audit conditions the project will be closed.
 - When it is unable to abide by modifications incorporated in guidelines and SOP: This will be closed after mutual consultation. If the project has to be closed an audit will be conducted to close the project.
- iii. Under any other condition not envisaged above: This will be dealt case by case and no general guidelines can be issued in this case.

3.10 PROJECTMANPOWER PLAN: RING FENCING Q TEAM FROM OPERATIONS

Project manpower is broadly divided into the following three categories:

- i. The management (including Q team head)
- ii. Operations team and
- iii. Q team

A PIA will have absolute discretion for recruitment of the project management team (other than Q team head) and operations team. However, each month he should inform the total number of people working in each category on a project. CTSA/SRLM will have

the discretion to verify these details as per situational exigencies. These will be as per SF 3.10A: Details of centre in-charge and trainers.

Q team head and its composition should be as per agreed plan and the PIA should update the details on the web-link. Similarly changes in the composition of the team should be informed without fail. These should be reported as per SF 3.10B: Details of Q team members.

The Q team should be ring fenced from the PIA operational team and managerial team. Mechanism for ring fencing a PIA Q team is given as SF 3.10C: Ring fencing of Q team from operations – Compliances report from the management. PIA should comply with this procedure before the project is initiated..

3.11 RECOVERY OF DUES FROM A PIA

If a PIA defaults in implementing a project, recovering government money paid to PIA after adjusting for expenses incurred as per guidelines and SOP is a critical activity. If the PIA fails to repay the amount it is necessary to invoke the revenue recovery act 1890 or other applicable Revenue Recovery or Public Demands Recovery Act of the state/UT.

The procedure to recover the Government dues is as follows:

- All SRLMs, i.e. both APS and YPS, should issue procedural orders on how the recovery would be made as per the relevant act in the state.
- All efforts will be made to recover the money from the PIA by SRLMs in case of APS and by MoRD through the CTSA for YPS.
- If all efforts to recover the dues fail the procedural order for recovery of dues will be invoked by:
 - SRLM in case of APS with information to MoRD
 - SRLM on the recommendation of MoRD in case of YPS
- MoRD will maintain a list of such PIAs and also circulate the same to all SRLMs and CTSAs. This would also be updated on the designated website.

3.12 LIST OF STANDARD FORMS IN CHAPTER 3

SF 3.1A: PROSPECTIVE PROJECT WORK SCHEDULE

SF 3.1B: STANDARD TERMS & CONDITIONS

SF 3.1C: SPECIAL TERMS & CONDITIONS

SF 3.1D: POWER OF ATTORNEY

SF 3.2A: BANK ACCOUNT DETAILS

SF 3.2B: PROJECT COMMENCEMENT ORDER

SF 3.3A: PROJECT EXECUTION READINESS ASSESSMENT

SF 3.4A: CHECKLIST FOR RELEASE OF 2ND INSTALMENT

SF 3.5A: CHECKLIST FOR RELEASE OF 3RD INSTALMENT

SF 3.7A: CHECKLIST FOR RELEASE OF 4TH INSTALMENT

SF 3.7B: PROJECT CLOSURE REPORT ON THE COMPLETION OF PROJECT

SF 3.10A: DETAILS OF CENTRE IN-CHARGE AND TRAINERS

SF 3.10B: DETAILS OF Q TEAM MEMBERS

SF 3.10C: RING FENCING OF Q TEAM FROM OPERATIONS – COMPLIANCE REPORT FROM THE MANAGEMENT