Project Name:	Development of Integrated Solid Waste Management (ISWM) System in Ranchi
<u>Agenda:</u>	Minutes of Pre-Bid Meeting for the clarifications on the RFP Document
Date of Meeting:	November 25, 2010
Venue:	Office of The Chief Executive Officer, Ranchi Municipal Corporation, Ranchi

List of Participants from Ranchi Municipal Corporation (RMC), Ranchi

- 1. Mr. Dipankar Panda, Chief Executive Officer, Ranchi Municipal Corporation
- 2. Mr. Ranjit Kr. Sinha, Deputy Chief Executive Officer, Ranchi Municipal Corporation
- 3. Mr. Raghubir Singh, Chief Engineer, Urban Development Department, GoJ
- 4. Mr. Sunil Kumar Singh, Executive Officer, Ranchi Municipal Corporation
- 5. Mr. Amar Prasad, Public Health Engineer, Ranchi Municipal Corporation

Representatives from Tetra Tech India Limited (Project Management Consultant cum Transaction Advisor)

- 1. Mr. B.B. Uppal, Advisor
- 2. Mr. Sudhir Malik, Chief Consultant- Finance, PPP
- 3. Mr. Ganesh Singh, Deputy Project Manager
- 4. Mr. Manu Shankar Malhotra, Manager- Finance, PPP

The Pre bid meeting was attended by representatives from 08 firms

- A2Z Infrastructure Limited
- Jamshedpur Utilities & Services Company Limited
- Jindal Urban Infrastructure Limited
- IL& FS Waste Management & Urban Services Ltd
- Ramky Enviro Engineers Ltd.
- SMS Infrastructure Ltd.,
- SPML-ISI-GWMCPL Consortium

S. No.	Clause No.	Queries/Suggestions	Response of RMC
		PART 1 & General Conditions	
1.	Clause 1.1.10	Please exclude from the scope of work of the concessionaire to segregate the bio medical waste and transport it to the location as decided by the RMC.	No change
2.	1.2.1	Filled Appendix 1. Will be hand over to RMC on the day of Pre Bid Meeting along with DD of Rs. 25000 /- will it be ok	Yes
3.	Clause 1.3	Kindly extend the proposal due date	No Change
4.		What will be the % of Handback Guarantee	The amount of Handback Guarantee will be Re. 1
5.	Clause 1.22	Why preference to bidder having worked in Bihar and Jharkhand? Please clarify the bid evaluation criteria.	Preference only in case bidders are at par. Evaluation criteria would be provided.
6.	Clause 1.23	Explain financial evaluation criteria	Self explanatory
7.	Clause 2.1	Pls. clarify the scope of area.	Refer PIM
8.	Clause 2.3	What are the project funding norms prescribed by JNNURM	Refer website www.jnnurm.nic.in
9.	Clause 2.4	Concession period may be considered 30 years from the date of COD. Whether 30 years includes construction period as well?	No change. 30 years includes construction period.
10.	Clause 2.5	User charges shall go to Concessionaire.	Not accepted
11.		Rate of municipal charges?	Will be decided by RMC
12.	Clause 2.6 (g)	As per the given composition approx 38% of the waste are inert and other waste. Condition under CA is no more than 20% of collection should be landfilled. How this constraint be fulfilled?	38% also includes Construction and demolition waste which will be sent to the Brick Making Plant
13.		To provide % of C&D waste	-do-
14.		As per the given composition approx 75% of the waste are inert and other waste. Condition under CA is no more than 20% of collection should be	Refer PIM

		landfilled. How this constraint be fulfilled?	
15.	Clause 3.0	Request you to consider to change weightage given for technical and financial evaluation in the ratios of 20% - 80% in the RFP as technical 80% and financial 20% as per general practice	No change
16.		Please provide a copy of DPR and Project sanction Report of the project.	Not required, all required information given in the RFP. Bidders can read the DPR but it will not be part of RfP
17.		Provide basis of calculation for arriving at the project cost.	Bidder to estimate his cost.
18.		Kindly provide the format of Power of Attorney for signing the bid document.	The format can be taken from the RFQ document.
19.		Is it required to submit Power of Attorney, MOU and supporting documents again, please clarify.	The documents submitted at the time of RFQ will be binding for RFP too
20.		Tipping fee to be yearly rate or rate per ton? Please explain	Rate per MT (metric ton)
21.		Can the worker uniform be used for earning revenue from advertising?	Yes.
22.		PI. specify the Exact method for ascertaining waste for payment of tipping fee	On actual basis based on weight assessed at ISWM facility
23.		Encroachments or obstacles from public while discharging duty shall be responsibility of RMC	Law of the Land will prevail
24.		Tentative deadlines for notifying user charges from RMC? Is it related to tipping fee payable by RMC to the bidder?	Notification would be done at appropriate time. No
25.		What is the details and staff requirement of collecting user charges?	Bidder to assess
26.		Is there any incentive for the bidder for collection of user charges?	No incentive.
27.		In case the party refuses to pay user charges, shall we discontinue collection from that particular party	Non-payment of user charges shall be brought to the notice of RMC. However, this does not allow discontinuing collection of waste.

28.		Would bidders qualifying through assessment of technical RFP stage be called for opening of financial bid	All the eligible bidders are requested to attend the opening of the financial bid
29.		What shall be the timeframe of RMC to declare the successful bidder, after opening of financial bid? Kindly provide date for opening of financial bid after technical presentation.	Refer Clause 1.3
30.	Appendix 2	Please confirm validity period of quote - is it 6 or nine months?	6 months
31.	Appendix 7	PI clarify is bidder allowed to propose their own system of collection and transportation, road sweeping etc OR Is it mandatory to follow specifications of vehicles and equipments given in RFP?	Refer Appendix 7. In case of deviation, specifications can only be made more stringent.
32.		Is bidder allowed to propose alternative waste processing plan, based upon the alternative plan and supported alternative bid?	Yes. Refer Appendix 7.
33.		Is it necessary to correlate the activity schedule with the proposed COD schedule as mentioned in concession date for the ISWM facility and collection & transportation schedule?	Yes.
		PART 2- Project Information Memorandu	m (PIM)
34.		Please clarify that PIM Provided is only for the information or the details in PIM needs to be incorporated in technical bid. For ease of operation, is successful bidder allowed to modify C&T/treatment process? Please confirm.	PIM information needs to be incorporated. Refer Appendix 7 of Part-I for details.
35.		Would RMC agree to proposal for collection of recyclable waste twice a week, instead of daily collection?	No change.
36.	Clause 5.0	Sweeping involves cost, how RMC will compensate when additional area will be given for sweeping?	No additional compensation would be given.

37.	Clause 5.0	Kindly provide the length, width and type of drain. Frequency of de-silting?	Bidders to survey the site and assess for bidding purpose. Frequency to be decided by mutual agreement between RMC and the concessionaire at the time of signing the Concession Agreement
38.	Clause 5.0	Kindly clarify, whether covered & encroached drain shall be covered under the present work scope?	Yes.
39.	Clause 5.0	Please specify whether the bidder has to clean/de-silt the underground sewer line or box drain.	No
40.	Clause 5 (b)	How many wards are currently awarded to NGO in the present scenario?	Would be provided.
41.	Clause 5 (c)	Please clarify only collection is in the scope of bidder or street sweeping too.	Street sweeping is also in scope of work
42.		Kindly provide the breakup of road length for daily sweeping, sweeping in alternate and street sweeping machine with width and type of roads. Is it required to cover the National Highway road network under sweeping programme?	Refer Clause 5 (c) of PIM. For other details, bidder to assess for bidding purposes. All roads within Corporation limits to be considered.
43.		Is it mandatory on the bidder to absorb present staff of RMC for sweeping job? How does RMC plan to re-deploy the present staff?	Refer Clause 5 (c)
44.	Clause 5 (d)	Storage capacity of bins are 1.5 times the garbage generation, this should be reduced.	No change
45.	Clause 5 (e)	No of vehicles & bins given are indicative or we have to deploy those many?	Due justification to be given in case of deviation
46.	-do-	Kindly provide the details and nos. of vehicles, equipments and tools with existing condition to be used by concessionaire for the project.	List of existing vehicles/equipments that shall be deployed by the concessionaire would be given. Concessionaire to assess and decide their applicability in the proposed plan.
47.	-do-	We are assuming that no rental will be charged by corporation for using existing infrastructure of	The existing infrastructure will be leased at the nominal rate.

		RMC.	
48.		It is required that at every stage, biodegradable and non-biodegradable waste shall be transported in separate vehicles. We request that this should be implemented in a time bound manner, as this shall be developed as habit among people, over the period of time?	No change. Due steps shall be taken by the Concessionaire to build awareness.
49.	Clause 5.0 (f)	Distance of landfill site from all the transfer stations?	Distance of the ISWM site from Madhukam transfer station is 9 km, from Old Jail Transfer Station is 11 km, from Bus Stand transfer station is 14 km and from Jagannathpur transfer station is 21 km. Drawing of Ranchi indicating locations of transfer stations and ISWM site has been e-mailed separately.
50.		 a. Who will construct the landfill? b. What if delays happen in landfill construction? c. What if landfill exhausts during the construction period? 	 a. Concessionaire to construct landfill site b. There should be no Construction Delays, in case it happens the Concessionaire will be penalized as decided by RMC. c. Additional land would be provided on due justification.
51.	Clause 5.0 (g)	Provide contour map of the ISWM site and transfer station sites	Contour map of only ISWM site would be provided
52.	-do-	Please provide map(s) of the project area showing all relevant details viz. road, infrastructure, processing & landfill site etc., preferably in soft copy. Layout of project facilities to be provided.	Not accepted.
53.	-do-	Kindly specify the area of land available for the processing and landfill site.	Land available immediately is 40 acres. Additional required land would be provided by RMC after acquisition.
54.	Clause 7.0	Please provide detail for the waste characterization	Total Compostable = 51.49% Paper = 3.17% Plastic = 3.45%

55. 56.	There is no information in RFP with regard to climatic conditions, Geographical / Geological condition at all the sites and hence may be provided. Can we rely upon the information provided in CDP for preparing the bid for present tender?	Glass = 1.79% Metal = 1.45% Non-biodegradable waste = 38.65% Geotechnical report of ISWM site would be provided.
57.	Provide basis of infrastructure estimation.	Not accepted. Bidder to make own assessment.
58.	Can we maximize mechanized operations by increasing mechanical sweeping and reducing number of wheel barrows and manpower for sweeping?	Yes. Extra cost to be borne by the Concessionaire.
59.	Kindly provide the quantity of waste used for estimation of street sweeping waste generated per sqm? Kindly provide break up of metalled and non-metalled roads?	No. Concrete road ≈ 252 km Bituminous Road ≈ 151 km Water borne macadam road ≈ 32 km Kuchcha road ≈ 124 km
60.	Provide details of wards in which street sweeping would be undertaken by RMC.	Wards will be decided at the time of signing Concession Agreement
61.	Please provide us the exact number of existing employees with designation, details and wage structure to be handled by selected bidder.	Would be provided.
62.	Does the number of secondary storage of bins provided in the tender include the bins already present in the city area	No
63.	It is required that at every stage, biodegradable and non-biodegradable waste shall be	No change. Due steps shall be taken by the Concessionaire to build awareness.

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	transported in separate vehicles. We request that this should be implemented in a time bound manner, as this shall be developed as habit among people, over the period of time?	
64.	Details of existing Transfer station may please be provided with capacities & arrangements.	Presently, there are no existing transfer stations.
65.	Kindly provide type of transfer station to be developed in the city?	Transfer station would be Ramp type
66.	Can bidder reduce or increase number of proposed transfer stations as per his assessment?	No.
67.	Is there any existing workshop facility with RMC. If yes, please provide us detail and area.	A basic workshop is available at Bakri Bazaar.
68.	PI clarify about the land provision for Transfer Stations and Work shop to be built? Similarly for storage depots from all 55 wards in RMC too?	Sufficient land would be provided for project facilities. Storage depots location would be finalized at the time of implementation with mutual agreement between the Concessionaire and RMC.
69.	What is the status of the land proposed for setting transfer stations? What shall be the lease rent for land provided for setting the transfer station?	Land is in possession of RMC. Lease would be for concession period at a nominal rate.
70.	Support in terms of utilities (power & water) by RMC for setting up of vehicle maintenance workshop	Power & water connection would be provided by RMC.
71.	Provide the geotechnical investigation report of all the project facility sites. Provide ground water level of ISWM facility site	Geotechnical investigation report would be provided for ISWM site
72.	Clarify whether we can use natural clay, instead of proposed GCL for waste containment system?	Yes, depending on the availability, soil permeability and other technical specifications

73.	Is landfill need to design and construct for 30 yrs?	Landfill facility shall be designed for the concession period.
74.	Would RMC provide additional land, in case, the land becomes inadequate for processing and disposal facilities?	Yes, if due justification is provided by the concessionaire.
75.	Please provide land use pattern for the proposed project Locations.	Proposed ISWM site is wasteland.
76.	Kindly provide the present environmental baseline settings of the proposed site for setting ISWM facility?	EIA report would be provided after its approval.
77.	Whether concessionaire is liable in relation to post closure care, please clarify?	Yes. Post closure care shall be done till 5 years after the completion of concessionaire period.
	Nothing mentioned about the Defect Liability Period, please clarify?	As per RfP.
78.	Please provide the detail for availability of Power & Water at project site.	Power and water connection would be provided by the RMC
79.	Can the bidder prepare RDF, in addition to compost from waste processing?	Yes, but additional cost to be borne by the Concessionaire. Refer Appendix 7 of Part-1 for details.
80.	Can the bidder, based upon its current experience, propose separate processing method for construction & demolition waste?	Yes, at its own cost.
81.	Kindly provide the proposed electro-mechanical process flow for waste processing plant and for making of bricks for its better understanding.	Not accepted.
82.	Under clause 8.3/PIM it is mentioned that Batching and Mixing Plant with two mixers of 20 cum capacity shall be installed. Obtain clarification as to whether this stipulation applies for small quantities also required for smaller structures.	Plant capacity can be changed as per site requirement.
83.	Has the RMC earmarked separate roads for mechanical sweeping? Kindly provide list of tentative roads, if available.	No

84.		Kindly clarify whether the Bidder is required to obtain consent to discharge and operate for transfer station and vehicle maintenance from JSPB	RMC will facilitate the process.
85.		Can we perform ground boring for obtaining water at the landfill site for operations	Yes.
86.		Can the capacity of processing units be considered as indicative and not mandatory?	The capacity is minimum required and mandatory
87.		Please clarify why the population of year 2016 has been considered for estimation of infrastructure	As per approved DPR, the design year is 2016.
·		PART 3- Concessionaire Agreemer	nt
88.		SPV formation for this project may be waived by Corporation in case of single bidder.	No change
89.		A list of all documents forming part of the tender should be provided in the concession agreement stating the order of priority in case of any inconsistency in interpretation.	List would be provided at the time of issuance of LOA
90.	Article 1	Definition of Construction Period, Commencement Date and Effective date of this agreement should be provided. The effective date should not be prior to the handing of the project facilities.	Refer definitions of "Appointed Date" and "COD" in Draft Concession Agreement.
91.		Kindly allow scope of extension for COD related to collection & transportation system, as it shall be difficult to procure the number& type of vehicles required for execution of system.	COD-T&D has been increased from 'upto 6 months' to 'upto 9 months'.
92.		Kindly allow scope of extension for COD related to treatment and disposal facility, and the present COD should exclude monsoon period of 3 months.	No change.
93.		"SPCD" or "Scheduled Project Completion Date" shall mean the date 12 months from the Appointed Date. Request you to add Or such period extended by the RMC.	Agreed
94.	Article 3	What if delays happen in handing over of land	COD-T&D will be adjusted accordingly

	Clause 3.1	for landfill site?	with mutual agreement between the concessionaire and RMC. The project
		What will be the mode of transfer of the project site and what rights will the concessionaire have for project financing?	site will be handed over to the SPV on nominal lease. The concessionaire will have no right for project financing.
95.		Kindly confirm that the RMC shall propose any developmental activity at the project site, without getting approval from the bidder?	The decision will be mutual.
96.	Article 3 Clause 3.2	Clarify whether the facility shall be under RMC control or bidder control during the project concession period?	Refer Clause 3.3 (b)
97.	Article 5 Clause 5.1	Performance security is based on project cost. Is this be calculated after netting the capital grant?	Total project cost including grant to be considered for computing performance security. Refer definition of "Project Cost for performance Security"
98.	Article 5 Clause 5.26	To specify whether Service tax /Excise Duty/ Local Levies/Entry tax etc. and its rates applicable on importing machineries or services to be rendered.	Bidders to assess
99.	Article 5 Clause 5.3	In case of delay in review of drawings, it should be deemed approved.	Refer Clause 5.3 (b) (iv)
100.	Article 5 Clause 5.4 (n)	In 'Provided if COD is delayed beyond 90 days of the SPCD, RMC shall, subject to the provisions of Article 8, be entitled to terminate this Agreement and to appropriate the Performance Security' instead of SPCD write 'SPCD, or extended SPCD'	Accepted.
101.	Article 5 Clause 5.5 (e)	All the events of material breach should be defined.	No change
102.	Article 5 Clause 5.6	In whose name the insurances will be taken.	SPV
103.		All insurances to be listed out instead of 'open ended clause'.	Not required. Bidder to assess.
104.		Interest on delayed payment on tipping fees shall be 3% plus SBI PLR instead of 3% SBI PLR.	Accepted

105.	Article 5 Clause 5.7	A list of all approvals required for the concessionaire should be made available by RMC and RMC should provide all support in obtaining the same. The specific approvals to be sought by each party should be specified such as PC approval, Air clearance etc. Any statutory approvals still to receive by the ULB while executing the work?	RMC would facilitate the process of seeking approvals. Ultimate responsibility of obtaining/ maintaining/renewing approvals and consents is of Concessionaire.
106.	Clause 5.8	(motorized or non-motorised) provided by RMC to the Concessionaire for the Concession Period for the Project in accordance with provisions of this Agreement and those procured by the Concessionaire., contradicting with clause 5.8 , kindly clarify	No contradiction. RFP specifications do not apply on existing vehicles.
107.	Article 5 Clause 5.8.5	Time to be specified for replacing project vehicle/equipments not meeting specifications	Time provided will be 30 days.
108.	Article 5 Clause 5.10		350 TPD, however, assured minimum quantity of waste will not have binding for payment of Tipping Fee, which will be based on actual collection. Concessionaire to decide.
		How can the concessionaire ensure the minimum amount of collection?	
109.	Article 5 Clause 5.10		Refer Clause 5.10.3
110.		In the event of shifting of transfer station due to urban development issues, RMC shall pay the total cost of shifting operations, as certified by project engineer.	Agreed
111.		The non-conforming waste shall be transported by RMC to its proposed designated sites in RMC vehicles. In case, Bidder vehicles are used, the cost shall be separately payable by RMC to the	Not accepted.

		bidder.	
112.		In the case of non-conforming waste reaching at the site, no penalties related to the processing of waste shall be imposed on the bidder	No change
113.	Article 5 Clause 5.19	Who will bear the cost of training?	Concessionaire
114.		Providing training shall not be applicable in case defaulter is RMC	Not accepted.
	Article 5 Clause 5.22	parties.	Accepted
116.	Article 7 Clause 7.1	How much grant is approved under the project? Is 100% of capital cost will be given as grant? Payment mechanism of grant is not given any where.	Total approved project cost is Rs 51.39 Cr. Bidders will not be entitled to claim contingencies, capital cost towards Compost Plant, Brick Making Plant and Site Development for these facilities. For payment mechanism refer Clause 7.3.
117.	-do-	As the project fund is based on the estimated cost of DPR. If there is a revision in the estimated cost the Capital Grant/fund should be raised accordingly.	No change in the grant agreed to the Concessionaire at initiation stage.
118.	-do-	As per clause 7.1 c of article 7, capital grant shall not be given for compost and brick making kindly clarify as the processing plants are generally built under grant. Also provide components eligible under grants	No capital grant would be given for Compost Plant and Brick Making Plant
119.		Kindly provide the milestone guidelines for release of capital grant towards construction of the facility.	Grants will be released on reimbursement basis as per the milestones decided on mutual agreement at Concession Agreement stage.
120.	Article 7 Clause 7.2	Tipping fee should be made payable in all circumstances.	Tipping fee will be provided as per the Concessionaire Agreement
121.		Define RW.	Refer 7.2.2
122.		Separate tipping fee shall be paid for C & D waste, because as per our experience, it shall be	No change

		transported in separate set of vehicles and separate machinery shall be used to process it and recover products from it?	
123.	Article 7 Clause 7.3	Mode of payment for grant not specified. Kindly clarify and provide schedule	Refer Article 7 Clause 7.3
124.		Mobilisation advance to be provided	No mobilization advance will be provided
125.	-do-	As per CA, COD for collection and transportation is 6 months. Kindly specify the mode of payment during operations of collection and transportation to successful bidder which will start after 6 months.	Bidder to propose.
126.	Article 7 Clause 7.5	7.7.1 (c) mentioned in Clause 7.5.2 is not given in RFP.	To be read as 7.5.1 (c)
127.		The right to ask for review of tipping fee prices by RMC in case of change of scope for balance concession period is not acceptable.	No change
128.	Article 8 Clause 8.1 (f) & (g)	Request to delete Clause (f) & (g) or RMC shall pay termination payments in such cases equal to at least our investment (adjusted)	No change
129.	Article 8 Clause 8.4 (d)	Revise the clause - the concessionaire should at least get his investment on the Project.	No change
130.	Article 8 Clause 8.6 (b)	Please delete" Provided such additional cost is not less than INR 5, 00,000 (Rupees Five Lakhs)".	No change
131.	Article 9 Clause 9.1(a) (i)	Please include extended period of SPCD	The clause is now read as "(i) The Concessionaire has failed to adhere to the Construction Requirements and such failure, in the reasonable estimation of the TA CUM PMC, is likely to delay achievement of COD beyond 90 days of the SPCD or the extended SPCD as may be applicable"
132.	Article 9	Change Clause to "The Concessionaire has	Accepted.

	Clause 9.1(a) (ii)	failed to achieve COD within 90 days of the SPCD or extended SPCD for only reasons attributable to concessionaire"	
133.	Article 9 Clause 9.1(a) (iii)	Please change clause as "At any time during the Concession Period, the Concessionaire fails to adhere to the Construction Requirements or O&M Requirements and has failed to remedy the same within 60 days of the receipt of notice from RMC".	Accepted
134.	Article 9 Clause 9.1(a) (vi)	The period should be in months instead of days	No change
135.	Article 9 Clause 9.1(a)(Xvii)	Please change the agreement for period of 72 hours	No change
136.	Article 9 Clause 9.2(f)	The Concessionaire should receive amount equal to debt alone from RMC + 150% of adjusted value of equity. Concessionaire should be paid 150% of adjusted equity + next 3 months tipping fee	Not accepted
137.	Article 9 Clause 9.2 (g)	Upon Termination of this Agreement on account of Concessionaire Event of Default, Concessionaire shall not be entitled to receive any Termination Payment from RMC. Upon Termination of this Agreement on account of Concessionaire Event of Default, RMC shall be entitled to forfeit the Performance Security. Comment: should be atleast 90% of equity	Not accepted
138.	Clause 9.5	In case of project financing, the lenders will in all probabilities have Lenders step in rights.	No change.
139.	Schedule 5	Pl. alter/reduce the penalty particulars listed in Clause 3.3 of Schedule 5	No change
140.		Request to add " The remunerations of the Project Engineer shall be mutually decided between concessionaire & RMC"	No change

141.	Schedule 6	Would RMC pay separately for the IEC support, provided by the bidder? What schedules of IEC activity is expected by RMC from prospective bidder, so as to guide the bidder to arrive at a tentative cost of same?	No additional cost would be paid. Bidder shall undertake IEC activities to the extent of achieving due results.
142.		The RMC should be expected to authorize bidder staff to penalize people engaged in burning of garbage.	Not accepted. Concessionaire shall bring such issues to the notice of RMC in writing for action.
143.	Schedule 10	Can you please give the details of existing number of Hotels, Guest houses, Restaurants, Industrial Units & Institutions?	A tentative list available with RMC would be provided
144.		Existence of any habitation nearby or any social issues involved that might affect the construction activities.	Bidder to assess.
145.		Provided further, RMC may at its sole discretion have the option to terminate this Agreement any time after the occurrence of any event described under Clauses 8.1(f), 8.1(g) or 8.1(h). (Page.No206) Please delete table 1	Not clear
146.		Change the time period for signing of Concessionaire Agreement from 15 days to 30 days	No change

Additional Notes:

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The existing safai karamcharis will still be the responsibility of the RMC

All the specifications provided are minimum and mandatory Bidders to provide their innovations in Approach and Methodology and the same should comply with MSW Rules 2000. Bidders to mention milestones in their Activity Schedule

Please delete 'Appendix 11- List of attachments with the bid' from the Index

Chief Executive Officer Ranchi Municipal Corporation, Ranchi