



## Request for Proposal (RFP)

### CTI71: Peer Review and Capacity Building on APEC Infrastructure Development and Investment (Reviewed Economy: Malaysia)

#### Introduction

- A The APEC Secretariat is seeking proposals for the provision of the Services described in *RFP Schedule 1 – Statement of Requirement*.
- B Each Bidder to this RFP is expected to:
- (i) fully inform themselves on all aspects of the work required to be performed;
  - (ii) submit its proposal on the template provided at *RFP Schedule 2 – Proposal*, including the signed Declaration by Bidder at the end of *Schedule 2*; and
  - (iii) submit its proposal in accordance with *RFP Schedule 1 – Statement of Requirement* and with due note of *RFP Schedule 5 – Evaluation Criteria*.
- C Each Bidder, by submitting its proposal, agrees that the proposal is subject to the RFP Schedule 4 – Standard Conditions of Proposal, and agrees to comply with those conditions. Acceptance of a proposal will occur only when a contract is executed. Any Contract will incorporate the APEC policies and guidelines identified in RFP Schedule 3 - Special Conditions of Proposal and the contract at RFP Schedule 6 - Standard Contract Conditions.
- D Bids from contractors based in non-member economies and bids from international organisations may be considered. However, priority is given to suitably qualified tenders from member economies.

## Structure of the RFP

The RFP has six parts:

- **Schedule 1: Statement of Requirement**
- **Schedule 2: Proposal Template**
- **Schedule 3: Special Conditions of Project Proposal**
- **Schedule 4: Standard Conditions of Request for Proposal**
- **Schedule 5: Evaluation Criteria**
- **Schedule 6: APEC Standard Contract Conditions**

### **RFP Schedule 1 – Statement of Requirement**

#### Key Dates and Details

<b>Event</b>	<b>Dates</b>
Closing Time for submission of Proposals	<b>23 April 2026 at 11:59 pm, Singapore time</b>
Method to Submit Proposal	<p>The Proposal must be submitted in electronic copy, indicating the project number: CTI71.</p> <p>The Proposal (in PDF format) is to be submitted in the <u>same email message</u> to the Contact Officer (indicated below) by the closing time specified above:</p> <p>Mr Akhmad Bayhaqi, Policy Support Unit (PSU) Email: <a href="mailto:ab@apec.org">ab@apec.org</a></p> <p>Ms Esther Magalingam, Policy Support Unit (PSU) Email: <a href="mailto:enm@apec.org">enm@apec.org</a></p> <p>Proposals lodged in any manner other than as detailed in this paragraph, or are submitted after the deadline shall be deemed to be invalid and may be excluded from consideration.</p>
Contact Officer	<p>Mr Akhmad Bayhaqi Senior Analyst, Policy Support Unit (PSU) APEC Secretariat 35 Heng Mui Keng Terrace, Singapore 119616 Email: <a href="mailto:ab@apec.org">ab@apec.org</a></p>
Expected execution date of Contract	<b>11 May 2026</b>
Date Services are to be completed	The Services are required to be completed <b>on or before 15 March 2027</b> .

## The Services

The APEC Secretariat is seeking proposals for the **Peer Review and Capacity Building on APEC Infrastructure Development and Investment (Reviewed Economy: Malaysia)**.

### 1. Background

In 2015 APEC Ministers welcomed the “Reference Guide for Peer Review and Capacity Building on APEC Infrastructure Development and Investment”, which has been developed to implement the peer review and capacity building mechanism. With the reference guide in place, the next steps are to identify the volunteer economies, conduct peer reviews and capacity building activities from 2016 onwards. The Reference Guide was further updated in 2019 (2020/SOM1/CTI/IS10).

The objective of the peer review and capacity building is to support and promote initiatives by APEC member economies in advancing cross-sectoral issues under Physical Connectivity. The process consists of the following:

- Conduct peer review on policies and practices, including relevant laws, regulations and guidelines relating to the planning, selection and implementation process of infrastructure projects.
- Address capacity building needs of the reviewed economy through peer review and provide capacity building activities.
- Deepen knowledge through information sharing among member economies.

Since 2016, peer reviews have been conducted for six APEC economies. In the Philippines, the peer review was completed in 2017, followed by two capacity building activities. In Viet Nam, the peer review was completed in 2018, with two capacity building activities conducted by 2020. In Indonesia, the peer review was completed in 2019, and two capacity building activities were conducted in 2022 and 2023. In Papua New Guinea, the peer review was completed in 2021, with two capacity building activities conducted in 2023 and 2025. In Chile, the peer review was completed in 2024, and the first capacity building activity was conducted in 2025. In Peru, the peer review was expected to be completed in early 2026.

Japan has been reaching out to APEC economies to participate in the peer review process. After consultations, Malaysia agreed to participate as the next reviewed economy, becoming the seventh economy to be reviewed under the mechanism. The PSU will continue to support the mechanism as the ad hoc review team secretariat.

### 2. Objectives of the Project

The objectives of this project are the following:

- Conduct peer review on policies and practices, including relevant laws, regulations and guidelines relating to the planning, selection, and implementation process of infrastructure projects in Malaysia
- Identify capacity building needs of Malaysia based on the results of the peer review.

### 3. Scope of Services

#### 3.1 Description of Services

##### Scope of Peer Review

This request for proposals (RFP) is looking for **a team of consultants to perform the role of a review team.**

The review will focus on the following **three sectors**:

- a) Waste to Energy
- b) Flood and Stormwater Management
- c) Water Supply Management

Please refer to the **Annex** for a description of each of these sectors.

The peer review will focus on the following:

- Analysis and evaluation of policies including relevant laws, regulations and guidelines of the reviewed economy from the viewpoint of the cross-sectoral issues under Physical Connectivity as specified in the APEC Connectivity Blueprint, which are “quality of infrastructure” and “people-centered investment, and good practices and principles” as well as “PPP”<sup>1</sup>.

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<sup>1</sup> APEC Committee on Trade and Investment (CTI). (2019, December). Reference Guide for Peer Review and Capacity Building on APEC Infrastructure Development and Investment.

- Practical operation of policies and the status on implementation of the relevant laws, regulations and guidelines<sup>2</sup>.
- Analysis of PPP enabling environment to attract private investors, including government support, regulatory framework establishment, institutional arrangement, and incentive measures<sup>3</sup>.
- The peer review should also consider advanced technologies given Malaysia's waste profile, and focus on transformative water management investments that emphasise lifecycle efficiency, technological integration, and climate resilience.
- Peer review must address Malaysia's strategic challenges, by exploring the development of a transformative financial model that champions the bankability of resilience initiatives through a robust "PPP for Resilience" framework.

(Note: Review of individual projects will not be an objective of the peer review process.)

### Review Team

The review team will have the following roles and responsibilities in implementing the review:

- The review team will conduct an analysis and evaluation on the relevant laws, regulations and guidelines and their implementation by document-based review and review visit, from the viewpoint of "quality of infrastructure" and "people-centered investment, and good practices and principles" as well as "PPP".
- In performing a document-based review, the review team may request the submission of necessary information from the reviewed economy.
- The review team should communicate and coordinate with the facilitating economy as appropriate in implementing the review.
- The review team shall compile review results and prepare a draft report, and submit the draft report to both parties. The review team may also be asked to make a presentation at the Committee on Trade and Investment (CTI) meeting, as needed.

The review team shall review with fairness and integrity from an independent standpoint. It must also endeavor not to take an attitude or behavior that will raise question to its independence.

### Qualifications of Review Team

The review team is expected to possess the following capacity and experience:

- All members have understanding of the "APEC Guidebook on Quality of Infrastructure Development and Investment."
- All members possess sufficient knowledge on infrastructure development and investment and on the relevant legal system and practices.
- One or more members must be experts on finance and accounting.
- One or more members must possess knowledge and track record in practicing planning for infrastructure development and investment.
- One or more members must possess knowledge and track record in practical procurement (especially under the PPP frameworks) for infrastructure development and investment.
- One or more members must possess knowledge and track record in the delivery and assessment of public infrastructure services.
- One or more members must possess technical knowledge and practical experience related to the focus sectors.
- It is preferable that one or more members have experience in project evaluation and audit.

Information on the roles and responsibilities of the review team, review process, review criteria, and review implementation report can be found in the Reference Guide.

**Interested Contractors may submit a proposal to be considered as the review team (with a minimum number of three (3) persons), highlighting individual qualifications and experience of each team member in the above-mentioned specific sectors, and assigning roles and areas to be reviewed for each team member according to their areas of expertise and experience.**

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<sup>2</sup> Ibid.

<sup>3</sup> APEC Committee on Trade and Investment (CTI). (2018, November). APEC Guidebook on Quality of Infrastructure Development and Investment.

**The submitted proposal should also include (at a minimum): (i) a brief description of the intended scope of the study; (ii) an outline of the final report; and (iii) a plan for integrating the analysis of the three sectors.**

### 3.2 Expected Outputs, Milestones and Services Delivery Dates

The Contractor will provide the following deliverables:

- a) Inception Report (a detailed review implementation plan): Identification and proposal for study methodology, including but not limited to the plan for document-based review and review visits, interviews, scope of the review, review criteria etc., (according to the Reference Guide).
- b) Draft Progress Report: The initial report from review visits, including insights on the review process and some preliminary results as well as future capacity building needs and possible capacity building activities.
- c) Draft Final Report: A Full Report which contains the results of investigation covering the scope of the peer review as described above.
- d) Final Report: The Full Report after incorporating comments from APEC fora and member economies.
- e) Review Visits: Up to three review visits for the purpose of: (i) presenting the inception report as well as to agree on the scope of the review; (ii) after conducting document-based review and interviews (based on the questions specified in the 'Review Criteria'), presenting the initial findings to the reviewed economy as well as to reach agreement on the selected key issues; and (iii) presenting the Draft Final Report to the reviewed economy.

### **Proposed Milestone Schedule**

#	Services	Format	Quantity	Means of Verification	Services Delivery Date	Fee (in SGD, inclusive of taxes)
1	Submission of Inception Report	Electronic copy in MS Word	One electronic copy	Written acceptance from PSU Project Lead for submission of Inception Report	29 May 2026	10%
2	Submission of Draft Progress Report	Electronic copy in MS Word; in publication-ready format	One electronic copy	Written acceptance from PSU Project Lead for submission of Draft Progress Report	29 June 2026	40%
3	Submission of Draft Final Report	Electronic copy in MS Word; in publication-ready format	One electronic copy	Written acceptance from PSU Project Lead for submission of Draft Final Report	15 August 2026	30%
4	Submission of Final Report	Electronic copy in MS Word; in publication-ready format  Printed and bound hard copy documents in published format*	One electronic copy  20 hard copies*	Written acceptance from PSU Project Lead for submission of Final Report	28 November 2026	20%

Note: (i) The services delivery dates above may change depending on the exact dates for APEC committee and fora meetings and other factors. (ii) The fee is subject to the satisfactory completion of the Services.

(\*) Costs associated with printing, binding, and distribution of the hard copies of the final report shall be separately funded on a reimbursable basis, subject to prior written approval from the PSU.

The Bidder is required to prepare a detailed itemised budget in submitting their proposal. Proposal costs are to be presented in Singapore Dollars and **should not exceed a total amount of SGD 75,000 (Singapore Dollars Seventy-Five Thousand)**. **Proposals above this amount which can provide a detailed justification for the higher cost and evidence to demonstrate value for money will not be excluded.** Submitted budget proposal should factor in costs of travel and accommodation for the review visits and/or interviews/focus group workshops as well as any costs for local translator and/or interpreter, local researcher, document translation and other costs that would be necessary to achieve the objectives of the project, perform the services and complete the deliverables.

Travel costs for attending APEC-related meetings to present or report on the project, if necessary, will be separately funded on the basis of economy class airfare and per diem. However, the time involved in preparing for and making presentations at these meetings, as well as travelling to such meetings, will be considered part of the Contractor's commitment to the project and will not be separately compensated.

### 3.3 Qualifications of Bidder

The Bidder will need to supply evidence of ability and experience to undertake the specified objectives in this RFP, and explain their approach to the Services including:

- a) Evidence of a breadth and depth of knowledge of infrastructure development and investment and on the relevant legal system and practices;
- b) Analytical rigour in undertaking the services, including methodology and data sources;
- c) Demonstrated experience and expertise in undertaking similar consultancy services;
- d) Evidence of the capacity to deliver high quality products on time and within budget; and
- e) Proven analytical, research and plain English report writing skills.

(Please also refer to RFP Schedule 5 – Evaluation Criteria.)

### 3.4 Additional Requirements

Reference documents to the study include, but are not limited to the following documents (hyperlinks):

- a) [Reference Guide for Peer Review and Capacity Building on APEC Infrastructure Development and Investment](#) (including Annex 1 and Annex 2).
- b) [APEC Guidebook on Quality of Infrastructure Development and Investment](#).
- c) [Report on "Peer Review and Capacity Building on APEC Infrastructure Development and Investment" for the Philippines](#).
- d) [Report on Peer Review and Capacity Building on APEC Infrastructure Development and Investment" for Viet Nam](#).
- e) [Report on Peer Review and Capacity Building on APEC Infrastructure Development and Investment" for Indonesia](#).
- f) [Report on Peer Review and Capacity Building on APEC Infrastructure Development and Investment" for Papua New Guinea](#).
- g) [Report on Peer Review and Capacity Building on APEC Infrastructure Development and Investment" for Chile](#).

### 3.5 Reports and Publications

Reports for publication must be prepared in accordance with the Guidebook on APEC Projects, APEC Publication Guidelines, PSU Style Guide, and APEC Branding Manual. The reports must be certified by the PSU Project Lead and endorsed by the relevant APEC Working Group or Steering Committee, prior to submission to APEC Secretariat for approval to be published. Reports submitted to the APEC Secretariat must not require any further copy-editing and will be presented in a level of English fit for publication.

### 3.6 Reporting and Coordination Arrangements

- a) The PSU will oversee the management of this project and expect to have a high level of involvement. The PSU Project Lead for this project is Senior Analyst, Mr Akhmad Bayhaqi.

- b) The selected Contractor will liaise with the PSU Director and PSU Project Lead concerning the negotiation of contract, the implementation process for the project, and the outputs generated. This may include meeting certain protocols, taking into account certain sensitivities, adhering to a range of guidelines, procedures and processes as well as being aware of the limitations and expectations in APEC. The Contractor will also need to consider the perspectives of relevant stakeholders in the course of completing this project including those of the Committee on Trade and Investment (CTI) and other relevant APEC fora.
- c) The PSU Project Lead will coordinate closely with the Contractor in completing the deliverables.

#### **4. Payment**

- 4.1 Subject to the satisfactory completion of the Services, the APEC Secretariat shall pay the selected Contractor **up to SGD 75,000 (Singapore Dollars Seventy-Five Thousand)** according to the Milestone Payments Schedule identified above at Clause 3.2. Any payment is inclusive of any Goods and Services Tax (GST) and bank charges levied by the selected Contractor's agent and/or beneficiary banks for remittances made to the selected Contractor's bank account. The Bidder is required to prepare a detailed itemised budget in submitting their proposal, including consultancy fees and administrative support charges, with unit cost and the number of hours/days proposed to be devoted to the project.
- 4.2 The APEC Secretariat shall make payment on Contractor Fee according to the Milestone Payments Schedule identified above at Clause 3.2 and/or as soon as practicable after approving the Milestone and receiving the appropriate invoices and accompanying supporting documentation from the selected Contractor. The selected Contractor must complete the Services by **15 March 2027**.

## RFP Schedule 2 – Proposal Template (to insert company logo)

Instructions to assist Bidders to complete their proposal have been included as white text on a black background.

### Instruction to Bidders:

Ensure your response covers off on the evaluation criteria identified in Schedule 5 - Evaluation Criteria.

### **Bidder's Details**

Full legal name and postal address:

Business registration number (if applicable):

### ***Contact Officer***

For all matters relating to this RFP, the Bidder's Contact Officer will be:

Name/position title:

Telephone

Mobile:

Email:

### ***Contract Manager***

#### Instruction to Bidders:

Bidders should provide the requested details of the person who is the Bidder's proposed Contract Manager, responsible for general liaison and accepting and issuing any written notices under the contract, if a contract is awarded.

Name/position title:

Telephone:

Mobile:

Email:

### **Bidder's Proposal**

#### Instruction to Bidders:

Bidders should describe how they will meet the requirements set out in Schedule 1. Include Method and Workplan.

### **Proven Capacity**

#### ***Statement of Skills and Experience***

#### Instruction to Bidders:

Bidders should provide evidence of their skills and experience in providing the Services. Give evidence of why you/your company/your team members are most capable to deliver the Services. Ensure this responds to the requirements of this project, identified in Schedule 1 "the Services".

**Specified Personnel**

**Instruction to Bidders:**

List who will do what. Attach CVs where appropriate. Note that any fees shown in this table form part of the pricing itemised budget below – they are not additional. If no Specified Personnel insert “Not applicable”.

Name	Position/Role	Rate (\$SGD, inclusive of taxes)	Anticipated Time	Total for Person
<b>Total (inclusive of tax)</b>				<b>\$SGD</b>

**Subcontractors**

**Instruction to Bidders:**

Bidders must provide (in the form of the table below) details of any subcontractors that the Bidder proposes to engage to deliver the Services and an explanation for using subcontractors. If no subcontractors will be used insert “Not applicable”.

Proposed subcontractor (full legal name)	Scope of services to be subcontracted and technical significance	Fees and associated expenses (inclusive of tax)

**Pricing**

**1. Itemised budget (all pricing must be inclusive of taxes)**

**Instruction to Bidders:**

Prepare a detailed itemised budget in your proposal, including specification of:

- Consultancy fees and administrative support charges, with unit cost and the number of hours/days proposed to be devoted to the project;

If there are reimbursable items in your proposal (if stated in the RFP Schedule 1), refer to the Guidebook on APEC Projects that sets out guidelines for reimbursable items.

**Conflict of Interest**

**Instruction to Bidders:**

This is a mandatory field, a response is required. If there is no conflict of interest then state that. If a real or perceived conflict of interest exists with the submission of a proposal, or would exist if the Bidder entered into a contract with the APEC Secretariat for the Services in this proposal, full details should be included here. Detail a plan to manage the conflict of interest.

**Standards and Best Practice**

**Instruction to Bidders:**

If there was a requirement in Schedule 1, you must respond here.

***Bidders must complete and sign a Declaration in the form presented below.***

**Declaration by Bidder**

The Bidder proposes to provide the Services described in *Schedule 1* to the RFP (*Statement of Requirement*) on the following terms:

- the RFP Schedule 1 - Statement of Requirement;
- the proposal is submitted according to Schedule 2 – Proposal Template;
- the RFP Schedule 3 – Special Conditions of Proposal;
- the RFP Schedule 4 - Standard Conditions of Request for Proposal; and
- the APEC Standard Contract Conditions described at RFP Schedule 6.

These documents collectively comprise the Bidder’s “**Proposal**”.

**The Proposal**

The Bidder agrees to enter into a contract to provide the Services in accordance with its Proposal in the form of the *Standard Contract* at Schedule 6 of this RFP which incorporates by reference APEC Terms and Conditions of Contract, and in accordance with APEC Guidelines referenced in RFP Schedule 3.

The Bidder agrees that the APEC Secretariat may accept or decline the Bidder’s Proposal at its discretion. No commitment or contract exists until a contract in the form of the *Standard Contract* is executed by both parties.

The Bidder agrees that participation in any stage of the RFP process is at the Bidder’s sole risk and cost.

**Conflict of Interest**

At the time of submitting a proposal, the Bidder agrees there is no conflict of interest (real or perceived) unless specifically and clearly identified in their proposal (see Schedule 2, under heading Additional Information) with a recommended plan to manage the conflict of interest.

The Bidder agrees to notify the APEC Secretariat immediately if an actual or potential conflict of interest arises.

..... Signatory’s printed name:	..... Signatory’s signature:
..... Signatory’s Position	..... Date
..... Signatory’s Phone Number	..... Signatory’s Email Address

## RFP Schedule 3 – Special Conditions of Proposal

### 1. APEC POLICIES

Bidders should familiarise themselves with APEC Policies, Guidebooks and Guidelines as they are all applicable to the management and delivery of APEC projects:

- (a) Guidebook on APEC Projects;
- (b) APEC Branding Manual; and
- (c) APEC Publications Guidelines.

These Policies describe APEC's approach to contracting activities, expectations of team members and contractors, and state specific requirements for use of APEC logo, branding and APEC nomenclature and other publishing requirements. Bidders are encouraged to access and inform themselves of this set of guidelines which are available on APEC's internet site at <https://www.apec.org/about-us/about-apec/policies-and-procedures>.

## **RFP Schedule 4 – Standard Conditions of Request for Proposal**

### **1. GENERAL**

Bidders should submit proposals in the format provided at RFP Schedule 2 - Proposal Template, in response to the requirements stated in RFP Schedule 1. Proposals must be provided in English and prices must be quoted in Singapore Dollars.

### **2. APEC SECRETARIAT'S RIGHT TO DECLINE**

The APEC Secretariat, at its discretion, may discontinue the RFP; decline to accept any proposal; decline to issue any contract; or satisfy its requirement separately from the RFP process.

### **3. CHANGES TO REQUEST FOR PROPOSALS**

The APEC Secretariat may, at its discretion, vary the Request for Proposals before the Closing Time. Changes will be posted on the APEC website as a Revision, beside the original RFP. The Bidder is encouraged to regularly monitor the APEC website to ensure they access any Revisions that may be released.

### **4. CONTRACT**

If the Proposal of the Bidder is accepted by the APEC Secretariat, the Bidder shall execute a contract in a standard form ("the Contract") within the time period specified by the APEC Secretariat. See Standard Contract Conditions at RFP Schedule 6, which will form part of the Contract.

### **5. LODGEMENT**

5.1 All documentation submitted as part of the Proposal must be in English.

5.2 Bidders are required to include all information specified in this RFP in their Proposal. Bidders accept that their failure to provide all information required, in the format specified may result in their Proposal being considered as a non-conforming Proposal and liable to rejection.

### **6. EVALUATION OF PROPOSALS**

6.1 The evaluation panel will evaluate proposals to determine best value for money outcome. The panel will consist of members appointed at the APEC Secretariat's discretion.

6.2 The criteria for evaluation will be assessed according to the criteria outlined at Schedule 5 - Evaluation Criteria.

### **7. FINANCIAL INFORMATION**

If requested by APEC Secretariat, the Bidder must be able to demonstrate its financial stability and its ability to remain viable as a provider of the Services over the term of any agreement.

### **8. REFERENCES**

As part of the evaluation of proposal process, the APEC Secretariat, at its discretion, may request from the Bidder information on past projects/experience claimed in the Bidder's proposal, including contact details for referees.

### **9. NO CONTRACT OR UNDERTAKING**

Nothing in this RFP will be construed to create any binding contract (express or implied) between APEC Secretariat and any Bidder until a written Contract, if any, is entered into by the parties.

## 10. BIDDERS ACKNOWLEDGEMENT

- 10.1 The Bidder acknowledges by lodging a Proposal that it accepts the terms of this RFP Standard Conditions of Request for Proposal, the Special Conditions of Proposal and the APEC Standard Contract Conditions.
- 10.2 A Proposal is submitted on the basis that the Bidder:
- (a) has examined this RFP and any other documents referenced or referred to herein, and any other information made available in writing by APEC Secretariat to Bidders for the purposes of submitting a Proposal; and
  - (b) has sought and examined all necessary information which is obtainable by making reasonable enquiries relevant to the risks, contingencies and other circumstances having effect on its Proposal.

## 11. CONFLICT OF INTEREST

- 11.1 Conflict of interest can be defined as any situation in which an individual or organisation is in a position to exploit his/her professional or official capacity in some way for personal or corporate benefit.
- 11.2 Bidders must identify in their Declaration by Bidder:
- (a) any actual or potential conflict of interest; and
  - (b) the procedures they intend to implement for dealing with, any actual or potential conflicts of interest, which may arise in connection with the submission of their Proposal or the conduct of the Services in a Contract, as described in this RFP. Bidders should include details of any known circumstances that may give rise to either an actual or potential conflict of interest in relation to the project.
- 11.3 Bidders must notify the APEC Secretariat immediately if any actual, potential or perceived conflict of interest arises after submission of a proposal (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised).
- 11.4 If any actual or potential conflicts of interest arise for a Bidder, the APEC Secretariat may:
- (a) enter into discussions to seek to resolve such conflict of interest;
  - (b) disregard the Proposal submitted by such a Bidder; or
  - (c) take any other action that APEC considers appropriate.

## 12. INSURANCE

The Bidder must ensure that it and its subcontractors maintain insurance policies relevant to the delivery of Services identified in this RFP, in the event that the Bidder is awarded the contract.

## 13. CLARIFICATION

APEC reserves the right to seek clarification or additional information from any Bidder related to their proposal.

## RFP Schedule 5 – Evaluation Criteria

### EVALUATION CRITERIA

1. The Evaluation Criteria detailed in this clause apply to this Proposal, and the Bidder's response to them:

(a) **THE ORGANISATION:**

- Demonstrated experience in previous similar projects and quality of work.
- Demonstrated ability to provide adequate management and support to deliver the Services.
- Evidence of the capacity to deliver high quality projects on time and within budget.

(b) **APPROACH TO THE SERVICES:**

- Demonstrated appreciation of the key issues and risks to achieve the objectives as outlined in the RFP.
- Appropriate methodology and work plan to fulfil the objectives of the Services in the specified timeframes.

(c) **ANALYTICAL AND RESEARCH SKILLS:**

- Proven analytical and research skills in past projects.
- Proven report writing skills in English for non-technical audience.

(d) **EXPERIENCE WITH APEC ECONOMIES:**

Demonstrated experience working with APEC member economies.

(e) **PROPOSAL COST:**

Appropriate qualifications, experience and skills of personnel and team balance to implement the Services.

**RFP Schedule 6 – APEC Standard Contract Conditions**  
**(excerpt from the APEC Standard Project Template)**

THE APEC SECRETARIAT AND THE CONTRACTOR AGREE TO THE FOLLOWING:

3. PARTIES & ENGAGEMENT

- 3.1 The Parties to this Contract are the APEC Secretariat and the Contractor.
- 3.2 APEC Secretariat appoints the Contractor, and the Contractor accepts such appointment, to provide the Services during the term of this Contract, subject to the terms and conditions of this Contract.
- 3.3 This Contract is effective from the date of this Contract and shall continue in force thereafter until expiration, subject to earlier termination in accordance with this Contract.
- 3.4 The Contractor shall not be entitled to delegate or sub-contract any of its duties or obligations under this Contract to any person without the prior written consent of the APEC Secretariat.
- 3.5 The Contractor shall perform its obligations with reasonable care and skill. Whilst the Contractor's method of work is its own, the Contractor shall be responsible to the APEC Secretariat for the performance of the Services and shall comply with the APEC Secretariat's reasonable requests as to the effective performance of the Services.

4. INVOICES

- 4.1. Upon completion of a Milestone in accordance with the terms and conditions of this Contract, the Contractor shall submit invoices certified by its director to the APEC Secretariat to claim payment in respect of that Milestone and any approved Reimbursable Cost items as identified at Clause 2 in the Special Conditions. Original or electronic copies of the invoices may be submitted. The invoices must be accompanied by all supporting documentation as set forth in the Guidebook on APEC Projects as may be varied from time to time, or such other documents reasonably requested by APEC Secretariat.
- 4.2. Invoices shall include the following information:
  - 4.2.1. full name and number of project;
  - 4.2.2. name of Contractor;
  - 4.2.3. invoice date and invoice number;
  - 4.2.4. description of Milestone and the Services and any other ancillary services relating thereto provided to APEC Secretariat and the dates of completion and delivery of such Milestone;
  - 4.2.5. description of each item of Reimbursable Costs in compliance with Clause 4.3 below;
  - 4.2.6. charges and payments for previous invoices;
  - 4.2.7. charges for billing period;
  - 4.2.8. detailed banking instruction which includes the bank name, branch name, bank SWIFT code, account holder's name and number;
  - 4.2.9. billing by company/organisation rather than individual requires the official letter head of the company/organisation;
  - 4.2.10. a signed statement by the Contractor that the Services have been performed in accordance with the terms and conditions of this Contract, and the fees and costs being billed are true and correct and have not been previously paid; and
  - 4.2.11. the invoice should be accompanied by an endorsement by the Project Overseer that the Services have been satisfactorily completed.
- 4.3. Requirements for seeking reimbursement of any approved Reimbursable Costs identified at Clause 2 in Special Conditions include:
  - 4.3.1. providing the APEC Secretariat with airfare invoice and e-ticket receipt, and all other supporting documents and invoices.
  - 4.3.2. Per Diems do not need to be acquitted, however the Contractor shall only claim per diem in accordance with the rules set out in the Guidebook on APEC Projects, and the claim must be

accompanied by written confirmation from the Project Overseer. To claim reimbursement for workshop expert's or participant's travel and per diem, confirmation that each claimant attended the event each day and is therefore eligible for daily per diem is required. An attendance sheet signed by each claimant is recommended.

## 5 APEC SPECIFIC POLICIES AND PROCEDURES

- 5.1 The Contractor shall and hereby agree to complete the Services in accordance with the terms and conditions of this Contract and the requirements set out in the APEC Publication Guidelines, APEC Branding Manual and the Guidebook on APEC Projects, as found in the Policies and Procedures section on the APEC website.

## 6 EXAMINATION OF RECORDS

- 6.1 Upon request, the Contractor shall provide the APEC Secretariat or its designated entities/persons with full access to and copies of any materials (in any form or medium) relevant to the Contract, including (but not limiting to) the following:

- 6.1.1 electronic documents and data;
- 6.1.2 financial books, records and accounts;
- 6.1.3 documents;
- 6.1.4 papers; and
- 6.1.5 other information and records in any medium which document transactions related to the Contract.

- 6.2 The Contractor's obligation to provide access and copies of the materials commences from the date on which the Contract is made and continues for a period of three (3) years following the completion of the Services or the termination of this Contract, as the case may be.

## 7 ASSIGNMENT

- 7.1 The Contract is intended to cover a relationship between the Parties only. The Contractor shall not assign, delegate, sub-contract, mortgage, charge or otherwise transfer the Contract or any interest or benefit arising out of, or in connection with, the Contract to a third party without the prior written approval of the APEC Secretariat.

## 8 CHANGES TO CONTRACT

- 8.1 The APEC Secretariat and the Contractor may change the terms of the Contract by written agreement signed by both Parties.

## 9 CONTRACTOR LIABILITY FOR PERSONAL INJURY AND/OR PROPERTY DAMAGE

- 9.1 If the Contractor, its employees, agents or contractors directly or indirectly causes any injury or damage to any person or property during the performance of the Contract, the Contractor will bear all liability. If a person makes a claim against the APEC Secretariat and/or its members, officers, employees, agents and contractors ("**Indemnified Group**") (whether during or after the completion and/or termination of the Contract) for any injury or damage to any person or property directly or indirectly caused by the Contractor, its employees, agents or contractors during the performance of the Contract, the Contractor shall fully indemnify, defend and hold harmless the Indemnified Group from and against any and all Losses, whether criminal or civil or otherwise, suffered or incurred by the Indemnified Group in connection therewith and reimburse the Indemnified Group for any costs or expenses they have incurred in connection therewith (including actual legal costs on a full indemnity basis) whether during or after the completion and/or termination of the Contract.

- 9.2 The Contractor shall fully indemnify, defend and hold harmless the Indemnified Group from and against any and all Losses, suffered or incurred by any of them as a result of or in connection with a claim asserted by any person to the extent arising from or as a result of:

- 9.2.1 the Contractor's breach of this Contract or violation of any applicable law;

- 9.2.2 the Contractor's wilful default, gross negligence, fraud or dishonesty in relation to: (i) its obligations under this Contract or (ii) the Services provided hereunder;
- 9.2.3 infringement or misappropriation of a third party's Intellectual Property Rights in connection with any Services delivered under this Contract or any Work utilised by the APEC Secretariat, its licensees or assigns, as determined by a Court order, an arbitration award, or by the Contractor's own admission; or
- 9.2.4 any allegation that Intellectual Property Rights utilised by the Contractor in connection with this Contract infringes or misappropriates a third party's Intellectual Property Rights.
- 9.3 For the purpose of this Clause 9:
- 9.3.1 "**claim**" shall mean all demands, proceedings, claims and liabilities (whether criminal or civil, in contract, tort or otherwise) for losses, damages, legal costs and other expenses of any nature whatsoever and all costs and expenses (including without limitation legal costs) incurred in connection therewith; and
- 9.3.2 "**Loss**" or "**Losses**" means any loss, liability, obligation, cost, damage, royalty, deficiency, action, judgment, interest, penalty, tax, fine, cost, or expense of whatever kind, including all reasonable attorneys' fees in connection with the foregoing, and the cost of enforcing any rights hereunder and the cost of pursuing any insurance providers.

## 10 DEFAULT

- 10.1 A Default is anything the APEC Secretariat considers to be a significant breach of the Contract, including:
- 10.1.1 failure to perform an obligation under the Contract within the agreed time; or
- 10.1.2 failure to deliver outputs of satisfactory capability, quality or reliability.
- 10.2 In the event of a Default by the Contractor, the APEC Secretariat shall write to the Contractor setting out the Default and the time by when the Contractor must fix it. If the Contractor fails to fix the Default within the time specified, the APEC Secretariat may immediately terminate the Contract by issuing a written Notice of Termination to the Contractor.
- 10.3 Termination under this clause does not affect the rights and/or remedies either party may have accumulated up to the date of termination including the rights and/or remedies the APEC Secretariat may have in relation to the Default.

## 11 RIGHTS IN DATA

- 11.1 If intellectual property or confidential information is required to enable the Contractor to provide the Services, the Contractor shall be solely responsible for obtaining approvals for the use of any intellectual property and/or confidential information that belongs to anyone else (i.e. third parties).
- 11.2 The APEC Secretariat shall own all intellectual property and confidential information that it creates in relation to the Services. The APEC Secretariat shall own all intellectual property and confidential information that the Contractor creates as a result of performing the Services. In particular, the APEC Secretariat shall own the following:
- 11.2.1 all data resulting from performance of the Contract, regardless of its form, format, or media;
- 11.2.2 all data (other than that owned by third parties) used in performing the Contract regardless of its form, format, or media;
- 11.2.3 all data delivered under the Contract making up manuals or instructional and training materials;
- 11.2.4 all processes provided for use under the Contract; and
- 11.2.5 all any other data delivered under the Contract.
- 11.3 If the Contractor wishes to use the intellectual property and/or confidential information (mentioned in Clause 11.2 above) for purposes that are not in relation to the performance of the Services, it must obtain prior written consent from the APEC Secretariat.

11.4 The Contractor consents to the APEC Secretariat's use of the Contractor's own intellectual property and/or confidential information if the APEC Secretariat requires the Contractor's own intellectual property and/or confidential information to use the Services.

11.5 The Contractor shall protect all intellectual property and/or confidential information belonging to the APEC Secretariat vigorously to the extent permissible by law. If the Contractor has a reasonable suspicion that there has been any event that infringes the rights of the APEC Secretariat in relation to its intellectual property and/or confidential information, it will inform the APEC Secretariat immediately in writing.

## 12 DATA PROTECTION

12.1 In this clause:

12.1.1 "**APEC Personal Data**" means any personal data made available by or collected from the APEC Secretariat in connection with the performance of this Contract; and

12.1.2 "**Data Protection Legislation**" means all laws and regulations that are applicable to the collection, use, processing or disclosure of the APEC Personal Data, which may include, but is not limited to, the Personal Data Protection Act 2012.

12.2 The Contractor shall comply, at its own cost, with all Data Protection Legislation in connection with its performance of this Contract.

12.3 Without affecting the generality of the foregoing:

12.3.1 The Contractor shall only process, use or disclose the APEC Personal Data: (a) for the purposes of fulfilling its obligations and providing the Services; (b) with the APEC Secretariat's prior written instructions; or (c) when required by law or an order of court but shall notify the APEC Secretariat as soon as practicable before complying with such law or order of court, if such notice is permitted by law, at its own cost.

12.3.2 The Contractor acknowledges that the APEC Personal Data, whether tangible or intangible (of whatever type or description, and whether or not capable of being reduced to a written form) shall remain confidential, proprietary and/or a trade secret of the APEC Secretariat, and no license or other rights, except in accordance with this Contract, are granted or implied hereby.

12.3.3 The Contractor shall not, without the APEC Secretariat's prior written consent, transfer the APEC Personal Data to a location outside of the economy or territory where it was received by the Contractor, or remotely access the APEC Personal Data from any economy or territory other than where it was received by the Contractor. If the APEC Secretariat provides such instructions, the Contractor shall provide a written undertaking to the APEC Secretariat that the transferred APEC Personal Data will be protected to a standard that is comparable to that under this Contract. The Parties shall cooperate in good faith to enter into any additional agreement necessary to ensure compliance with Data Protection Legislation with regard to any international transfers of the APEC Personal Data.

12.3.4 The Contractor shall protect the APEC Personal Data in its control or possession by implementing reasonable and appropriate technical, organisational and security arrangements.

12.3.5 The Contractor shall provide the APEC Secretariat with a copy of the APEC Personal Data that the Contractor has in its possession or control, as soon as practicable upon the APEC Secretariat's written request.

12.3.6 Except as required or permitted by applicable law, the Contractor shall not retain the APEC Personal Data for any period of time longer than is necessary to provide the Services. Unless retention of the APEC Personal Data is required or permitted by applicable law, upon the APEC Secretariat's request or the termination of this Contract (as the case may be), the Contractor shall at the APEC Secretariat's election: (a) return all APEC Personal Data to the APEC Secretariat; or (b) delete all APEC Personal Data in its possession or control; and after returning or deleting such APEC Personal Data, provide the APEC Secretariat with written confirmation that it no longer possess or controls any APEC Personal Data. Where applicable, the Contractor shall

also instruct all Sub-processors (as defined below) to whom it has disclosed the APEC Personal Data to, at the APEC Secretariat's election, return to the APEC Secretariat or delete, such APEC Personal Data.

- 12.3.7 The Contractor shall promptly notify the APEC Secretariat when the Contractor becomes aware of any breach of its obligations under this Clause 12, including any breach of the Data Protection Legislation ("**Breach**"), which could affect the confidentiality, integrity or availability of the APEC Personal Data, but in no event later than 48 hours of becoming aware of such Breach. The Contractor shall promptly take all reasonable steps, in consultation with the APEC Secretariat, to rectify, prevent or stop, and mitigate the consequences of such Breach.
- 12.4 The Contractor represents and warrants that it will not engage third parties for the processing of the APEC Personal Data ("**Sub-processors**") without prior specific or general written authorisation of the APEC Secretariat. The APEC Secretariat will have the right to object to any engagement of Sub-processors at the APEC Secretariat's sole discretion, for any or no reason. The Contractor further represents and warrants that it will only enter into written contracts with approved Sub-processors who guarantee at least a level of data protection and information security as provided herein, and the Contractor will remain fully liable to the APEC Secretariat for any Sub-processor's failure or omission to comply with such data protection obligations.

### 13 CONFLICT OF INTEREST

- 13.1 The Contractor warrants, agrees and undertakes with the APEC Secretariat that neither the Contractor nor its employees, servants and/or agents has any arrangement, employment, interest, activity, or relationship with another person that could impair the Contractor's ability to act impartially and effectively in the delivery of the Services as required by this Contract.
- 13.2 The Contractor shall exercise its responsibility in the best interests of the APEC Secretariat and shall not engage in any activities that would place the Contractor in a conflict of interest with the APEC Secretariat nor conflict with any responsibilities or duties owed by the Contractor to the APEC Secretariat pursuant to this Contract.
- 13.3 If the Contractor becomes aware of any actual or potential conflict of interest as defined in Clause 13.1 and 13.2 above, the Contractor shall immediately notify the APEC Secretariat in writing of (i) any such actual or potential conflict of interest and (ii) the procedures it intends to implement to resolve any such actual or potential conflict of interest.
- 13.4 The APEC Secretariat may suspend the Services, terminate the Contract or take any other actions that the APEC Secretariat considers as appropriate in its sole discretion, if any actual or potential conflict of interest arises. If the APEC Secretariat directs the Contractor to take action(s) to resolve that conflict, the Contractor shall comply with any such direction(s) within reasonable time.

### 14 CONFIDENTIALITY

- 14.1 The Contractor shall keep all Confidential Information in strict confidence and shall not, either during the term of the Contract or after the termination of the Contract for any reason (i) disclose or permit to be disclosed any Confidential Information to any third party, or (ii) make use of or permit to be made use of, any Confidential Information whether such information was received during the period of this Contract or otherwise, without the prior written consent of the APEC Secretariat, except for disclosure to Contractor's boards of directors, shareholders, employees and attorneys, in each case on a need-to-know basis provided always that the Contractor shall use its best endeavours to procure that each of such receiving person adheres to the confidentiality obligations contemplated herein as if that person were a party to this Contract.
- 14.2 The Contractor's obligations in Clause 14.1 shall not apply to any information which:
- 14.2.1 is publicly available or becomes publicly available other than by reason of direct or indirect breach of this Contract;
  - 14.2.2 the Contractor is required to disclose under any applicable law or by order of a court of competent jurisdiction, any governmental or regulatory body, tribunal or any stock exchange.

- 14.3 The Contractor shall ensure that its directors, shareholders, employees, attorneys, servants and/or agents to whom the Contractor discloses the Confidential Information comply with the provisions of this Clause 14.
- 14.4 Upon termination of this Contract for whatever reason, the Contractor shall immediately deliver up to APEC Secretariat all property, working papers and other material and copies thereof, which relate to its duties or obligations under this Contract provided to it, prepared by it or in its possession or under its control. Property and material under this Clause include (but are not limited to) correspondence, diaries, address books, databases, files, reports, minutes, plans, records, documentation or any other medium for storing information. The Contractor's obligations under this Clause include the return of all copies, drafts, reproductions, notes, extracts or summaries (however stored or made) of all documents and software.
- 14.5 For the purpose of this Contract, **Confidential Information** include any trade secret or any information in respect of which APEC Secretariat is bound by an application of confidence to any third party, any information relating to or belonging to APEC Secretariat, its operation and affair, any APEC member economies, this Contract (including its contents and existence), or any information that the Contractor may acquire or receive under or in connection with this Contract, in whatever form, and includes information given orally and any document, electronic file or any other way of representing or recording information which contains or is derived or copied from such information.
- 14.6 This Clause 14 shall survive the termination or expiration of this Contract.

## 15 INSURANCE

- 15.1 The Contractor shall maintain and pay all premiums in respect of an insurance policy or policies relevant to the delivery of the Services with policy limits and provisions conforming to such requirements as the APEC Secretariat may from time to time prescribe and shall ensure that the APEC Secretariat shall be entitled to the benefit of such insurance.

## 16 SUSPENSION OF SERVICES

- 16.1 The APEC Secretariat may, at any time, give a written order to the Contractor, suspending all, or part, of the Services. The APEC Secretariat has full and sole discretion to decide the length of the suspension. Upon receiving the order, the Contractor must immediately comply with its terms and take all steps necessary to minimise any and all costs resulting from the suspension. The APEC Secretariat and the Contractor shall negotiate any adjustment to the price and/or schedule for completing the Services, which may result from the suspension.

## 17 TERMINATION BY THE APEC SECRETARIAT

- 17.1 The APEC Secretariat may terminate this Contract, in whole or in part, by issuing a written Notice of Termination. The APEC Secretariat may terminate this Contract without giving any reasons.
- 17.2 If this Contract is terminated, the APEC Secretariat and the Contractor shall negotiate the rights, duties, and obligations of the Parties, including but not limited to compensation to the Contractor and/or the APEC Secretariat. Any compensation to the Contractor must not exceed the total value of the Contract, which is set out in Clause 2.1, "Payment" in Special Conditions.
- 17.3 Upon receiving a Notice of Termination, the Contractor shall immediately stop work as specified in the notice, except if directed otherwise by the APEC Secretariat.
- 17.4 Upon receiving a Notice of Termination, the Contractor shall submit a final termination settlement proposal to the APEC Secretariat. The settlement proposal must include a certification from the Project Overseer of the actual costs the Contractor has incurred.
- 17.5 If the Contractor fails to submit the termination settlement proposal within seven (7) days from the date of the Notice of Termination, the APEC Secretariat may in its sole discretion determine the amount, if any, due to the Contractor under this Contract following the termination.
- 17.6 Upon termination of the Contract, subject as provided in this Clause and except in respect of any accrued rights, neither Party shall be under any further obligation to the other.

17.7 Termination under this Clause does not affect the rights and/or remedies which either Party may have accrued or accumulated up to the date of termination of the Contract.

## 18 LANGUAGE AND NOMENCLATURE

18.1 All of the Services, including any drawings, documents, information, correspondence, test reports and similar items must:

18.1.1 be in the English language; and

18.1.2 comply with the nomenclature requirements set out in the APEC Publication Guidelines as found in the Policies and Procedures section on the APEC website.

## 19 INTERPRETATION

19.1 Should a dispute about the meaning of any term in the Contract arise, the APEC Secretariat may make a written determination as to the term's meaning. A written determination made under this Clause shall be final and conclusive, and binding, between the Parties.

19.2 Unless otherwise defined in this Contract, definitions or interpretation of the terminology, abbreviations, terms, and acronyms used or referred to in this Contract can be found in the Glossary of Terms on the APEC website, which may be amended and/or updated by APEC and/or its committees from time to time.

## 20 LAW & JURISDICTION

20.1 The laws of the Republic of Singapore shall govern this Contract.

20.2 Any dispute arising out of or in connection with this Contract, including any question regarding its existence validity or termination, shall be referred to and finally resolved by arbitration in Singapore in accordance with the Arbitration Rules of the Singapore International Arbitration Centre ("**SIAC Rules**") for the time being in force, which rules are deemed to be incorporated by reference in this Clause. The tribunal shall consist of one (1) arbitrator mutually agreed by the Parties, failing which to be appointed by the President of the Singapore International Arbitration Centre in accordance with the SIAC Rules. The language of the arbitration shall be English and the seat of arbitration shall be Singapore. This arbitration agreement shall be governed by the laws of Singapore.

20.3 Notwithstanding the preceding Clause 20.2, any Party may at any time without regard to any notice periods required, and as often as is necessary or appropriate, seek interlocutory, provisional or interim relief or remedies from any court (including, without limitation, to the extent available under applicable law, a temporary restraining order or preliminary injunction).

## 21 COMMUNICATIONS

21.1 All notice or other communications required or given under this Contract shall be in writing and may be delivered:

21.1.1 personally;

21.1.2 by prepaid registered post with recorded delivery to the address of the relevant Party listed at the beginning of this Contract (as relevant); or

21.1.3 by email.

21.2 Any alteration to such details shall be notified to the other Party in accordance with this Clause but shall not take effect until five days after the notice of the alteration has been given.

21.3 Any such notice or other communication shall be deemed to have been duly served or given (if delivered personally or given or made by email) immediately or (if given or made by post) three (3) business days after posting and in proving the same it shall be sufficient to show that personal delivery was made or that the envelope containing such notice was properly addressed, and duly stamped and posted or that no notification was received that the email failed to be delivered or delivery was delayed to the recipient.

## 22 ENTIRE AGREEMENT

22.1 This Contract is the entire agreement between the APEC Secretariat and the Contractor in relation to the matters set out in this Contract. No other terms and conditions may be included or implied. Any warranty, representation, guarantee or other term or condition not contained in this Contract has no effect.

## 23 ILLEGALITY AND SEVERABILITY

23.1 If any provisions of this Contract are held unenforceable or invalid for any reason, the remaining provisions of this Contract will continue to be in full force and effect.

## 24 WAIVER

24.1 A Party's failure, delay or relaxation in exercising any power or right it has under this Contract does not mean that the Party has given up (i.e. waived) that power or right.

24.2 A Party exercising a power or right does not stop it from:

24.2.1 further exercising that power or right; or

24.2.2 exercising any other power or right under this Contract.

## 25 REASONABLENESS

25.1 The Contractor confirms it has had the opportunity to receive independent legal advice relating to all the matters relating to this Contract.

25.2 The Contractor agrees that, having considered the terms of this Contract as a whole, the terms of this Contract are fair and reasonable.

## 26 CONTRACT FOR SERVICES

26.1 Nothing in this Contract shall create or constitute the relationship of a partnership, or employer and employee, or agent or joint venture between the APEC Secretariat and the Contractor.

26.2 This Contract constitutes a contract for services between the APEC Secretariat and the Contractor. Unless otherwise agreed in writing by the APEC Secretariat and the Contractor, this Contract shall govern each and every assignment or project undertaken by or on behalf of the Contractor for the APEC Secretariat.

## 27 FORCE MAJEURE

27.1 A "**Force Majeure Event**" is any event which is beyond the reasonable control of the Contractor or the APEC Secretariat and which makes it impossible to perform an obligation under this Contract, including (but not limited to) the following:

27.1.1 acts of God, lightning strikes, earthquakes, volcano eruptions, floods, storms, explosions, fires, pandemics and any natural disaster;

27.1.2 acts of war (whether declared or not), invasion, acts of foreign enemies, mobilisation, requisition, or embargo;

27.1.3 acts of public enemies, terrorism, riots, civil commotion, malicious damage, sabotage, rebellion, insurrection, revolution, military usurped power, intervention of any government authority, or civil war; or

27.1.4 contamination by radio-activity from any nuclear fuel, or from any nuclear waste from the combustion of nuclear fuel, radio-active toxic explosion, or other hazardous properties of any explosive nuclear assembly or nuclear component of such assembly.

27.2 A Party that fails to perform an obligation under this Contract shall not be liable for such failure to the extent that a Force Majeure Event caused the non-performance, provided that the Party ("**Affected Party**") suffering such delay or Force Majeure Event immediately notifies the other Party of the same.

27.3 Where an Affected Party thinks there is likely to be a delay in performing an obligation under this Contract due to a Force Majeure Event the Affected Party shall:

27.3.1 immediately notify the other Party in writing of:

27.3.1.1 the likely delay and how long the Affected Party thinks it will last; and

27.3.1.2 where the Affected Party is the Contractor, details of the likely effect on the Services and the Contractor's ability to perform the Contract;

27.3.2 take all reasonable steps to lessen (i.e. mitigate) the effects of any delay; and

27.3.3 use its best efforts to continue to perform its obligations under the Contract.

27.4 The APEC Secretariat and the Contractor shall, as soon as practicable after receiving the notice under Clause 27.3, discuss whether the Contract can continue. If, following that discussion, the APEC Secretariat and the Contractor agree that the Contract can continue they may:

27.4.1 continue the Contract unchanged; or

27.4.2 change the Contract using the process in Clause 8.

27.5 During the period that performance by the Affected Party of the whole or part of any obligation under this Contract or any transaction contemplated under this Contract has been suspended by reason of any Force Majeure Event, the other Party likewise may suspend the performance of the whole or part of its obligations under this Contract to the extent that such suspension is commercially reasonable, save for outstanding debts due and payable under this Contract.

27.6 If the Affected Party's performance of this Contract is suspended due to any Force Majeure Event for a period in excess of ninety (90) consecutive days from the date that notice of the Force Majeure Event is given, and so long as such Force Majeure Event is continuing, APEC Secretariat may, in its sole discretion, terminate this Contract and any affected orders by giving a written Notice of Termination to the Contractor after the end of the said ninety days' period, and such termination shall take immediate effect and Clause 17 (excluding Clause 17.1) shall apply to such termination.

27.7 Nothing in this clause limits the APEC Secretariat's ability to suspend or terminate the Contract under Clause 16 or Clause 17.

## 28 CONTRACTS (RIGHTS OF THIRD PARTIES) ACT - SINGAPORE

28.1 A person who is not a party to this Contract has no right under the Contracts (Rights of Third Parties) Act Chapter 53B and/or any re-enactment thereof to enforce any terms of this Contract.

## 29 COSTS AND EXPENSES FOR PREPARATION AND EXECUTION OF CONTRACT

29.1 Except as otherwise provided for in the Contract, the Parties shall bear their own costs of and incidental to the preparation and execution (i.e. signing) of the Contract.

## 30 PROVISION OF SERVICES

30.1 The Contractor shall provide the Services to the APEC Secretariat on the Services Delivery Dates identified in the Special Conditions of the Contract. The Contractor shall immediately notify the APEC Secretariat in writing if the Contractor becomes aware that it will be unable to provide all or part of the Services by the relevant Services Delivery Date and advise the APEC Secretariat as to when it will be able to do so.

30.2 The Services must be provided to the standard that would be expected of an experienced and professional supplier of similar Services and any other standard specified in the Contract.

30.3 The Contractor and its staff or sub-contractors shall not by virtue of this Contract be, or for any purpose be deemed to be, and must not represent itself as being, an employee, partner or agent of the APEC Secretariat.

## 31 REPORTING AND COORDINATION ARRANGEMENTS

31.1 The Contractor shall liaise closely and work in collaboration with a Project Overseer in performing the Services in the Contract. The Contractor shall keep the Project Overseer informed of progress of the

Services, timelines and budget. The Project Overseer shall be assigned by the APEC Member Economy which has requested this project.

32 AUTHORISED REPRESENTATIVE

32.1 The APEC Secretariat may authorise representative(s) and/or a third party to instruct and provide clarification to the Contractor in performing the Services.

33 COUNTERPART

33.1 This Contract may be executed, by facsimile or other means of electronically imaging a signature, in any number of counterparts and by the Parties on separate counterparts, each of which shall constitute an original, and all counterparts shall together constitute one and the same instrument. Each Party agrees to be bound by its own fax or electronic signature and that it accepts the fax or electronic signature of the other Party. Delivery of an executed counterpart of a signature page to this Contract by email or facsimile or other electronic transmission, such as a PDF, shall be as valid and effective as delivery of an original executed counterpart of this Contract.

## ANNEX

### Scope of Peer Review

The three sectors to be reviewed are:

#### 1. **Implementation of PPP in Waste to Energy (WtE)**

Malaysia is under increasing pressure to manage waste effectively while transitioning to cleaner energy systems. The waste-to-energy (WtE) concept, which converts non-recyclable waste into usable energy, is becoming prominent. This approach addresses significant challenges: reducing landfill waste and generating energy from otherwise discarded resources. Solid waste production in Malaysia is projected to reach 15.38 million tonnes by 2025, increasing annually by 0.9% to 1.2%, ultimately hitting 17.03 million tonnes by 2035<sup>4</sup>. With over 39,000 tons of municipal solid waste generated daily and 135 landfills (114 of which are non-sanitary)<sup>5</sup>, reliance on unsustainable disposal methods contributes to serious environmental issues. Moreover, Malaysia is expected to exhaust available landfill space by 2050, highlighting the urgent need for new waste management strategies.

A challenge for WtE in Malaysia is its waste composition, which includes over 30% food waste<sup>6</sup>, resulting in high moisture content and low calorific value that affect thermal plant efficiency<sup>7</sup>. Additionally, the recycling rate reached only 37.9% in 2024, falling short of the 40% target set in the Twelfth Malaysia Plan. The government has shifted from a "3R" framework to a "9R" model, incorporating "Recover," with WtE projects being crucial to this recovery function and central to Malaysia's new Circular Economy framework<sup>8</sup>.

The PPP framework's speed and scalability are vital for the successful procurement and commissioning of waste-to-energy projects. The WtE project in Sungai Udang, Malacca utilises the PPP approach. The facility aims to process 1,000 to 1,056 tons of waste daily and generate 22 MW of electricity using stoker grate incineration<sup>9</sup>. It involves a Concession Agreement with KPKT and SWCorp for waste supply, alongside a Power Purchase Agreement with Tenaga Nasional Berhad for electricity sales<sup>10</sup>. The project, tendered in 2021<sup>11</sup> with a budget of US\$158.66 million (RM660 billion)<sup>12</sup>, will commence construction in 2026 and target operational status by 2029. A key challenge for the private Special Purpose Vehicle (SPV) is securing 100% project financing. The peer review should also consider advanced thermal conversion technologies like pyrolysis (thermal decomposition in the absence of oxygen), gasification (partial oxidation to produce syngas), and plasma gasification (which utilises high-temperature plasma arcs)<sup>13</sup>, particularly given Malaysia's waste profile.

<sup>4</sup> Malaysia facing rising solid waste production, says Nga | The Star, <https://www.thestar.com.my/news/nation/2024/12/05/malaysia-facing-rising-solid-waste-production-says-nga> (accessed Mar. 6, 2026).

<sup>5</sup> Malaysia Waste Management - International Trade Administration, <https://www.trade.gov/market-intelligence/malaysia-waste-management> (accessed Mar. 6, 2026).

<sup>6</sup> *Id.*

<sup>7</sup> Malaysia launches tender for its second waste-to-energy PPP project, <https://www.pinsentmasons.com/out-law/news/malaysia-launches-tender-for-its-second-waste-to-energy-ppp-project> (accessed Mar. 6, 2026).

<sup>8</sup> *Supra* note 1

<sup>9</sup> Second Waste-to-Energy plant to operate from 2029, says Nga | The Star, <https://www.thestar.com.my/news/nation/2025/06/19/second-waste-to-energy-plant-to-operate-from-2029-says-nga> (accessed Mar. 6, 2026).

<sup>10</sup> Malakoff advances sustainable waste management with Sungai Udang WTE - Tenaga Nasional Berhad, <https://www.tnb.com.my/assets/newsclip/30062025e.pdf> (accessed Mar. 6, 2026).

<sup>11</sup> *Supra* note 4

<sup>12</sup> *Supra* note 6

<sup>13</sup> Sustainable Waste-to-Energy Development in Malaysia: Appraisal of Environmental, Financial, and Public Issues Related with Energy Recovery from Municipal Solid Waste - MDPI, <https://www.mdpi.com/2227-9717/10/6/76> (accessed Mar. 6, 2026).

In contrast, Malaysia is striving to establish its Waste-to-Energy (WtE) PPP framework<sup>14</sup> within a context marked by a "lack of disciplined sorting<sup>15</sup>," a recycling rate that has fallen short of its targets<sup>16</sup>, and a resulting feedstock that is both heterogeneous and high in moisture content. The long-term technical and financial viability of these facilities is heavily reliant on the quality, consistency, and calorific value of the feedstock they receive. To ensure the sustainability of long-term concessions, Malaysia's WtE PPP framework must be legally and operationally align with upstream demand management initiatives, such as "Pay-As-You-Throw"<sup>17</sup> and mandatory at-source waste segregation. The evidence is clear that economies like Japan<sup>18</sup>, Republic of Korea<sup>19</sup>, and Singapore<sup>20</sup> have successfully developed advanced WtE sectors built on robust, legally enforced, and socially accepted upstream waste sorting and demand management policies, such as 3R, Extended Producer Responsibility (EPR), Pay-As-You-Throw (PAYT), and mandatory food waste separation.

Waste-to-energy infrastructure sits within the broader category of green infrastructure, an area that has attracted increasing global investment interest as economies accelerate the transition toward more sustainable development pathways. For instance, in 2023, globally more than half of private investment in infrastructure projects was green investment – mostly renewables but also include other sectors<sup>21</sup>. Development via PPPs or through the issuance of green bonds could offer more options to fund projects<sup>22</sup>.

## **2. Implementation of PPP in Flood and Stormwater Management**

Flooding is the most frequent natural disaster in Malaysia, representing a staggering 85% of all such events since 2000<sup>23</sup>. While the global scale of damages may place Malaysia at 78th in severity, the economy's frequent floods rank it 12th worldwide<sup>24</sup>, creating profound economic and social challenges that deeply affect communities. According to the Department of Irrigation and Drainage (DID), 10.1% of Malaysia's land is prone to flooding, thus impacting around 5.67 million lives<sup>25</sup>.

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<sup>14</sup> *Supra* note 2

<sup>15</sup> *Supra* note 4

<sup>16</sup> Turning Waste into Wealth: Malaysia's Circular Economy in Action - MIDA, <https://www.mida.gov.my/turning-waste-into-wealth-malaysias-circular-economy-in-action/> (accessed Mar. 6, 2026).

<sup>17</sup> Tackling food waste: South Korea's success story - Envac India, <https://www.envacgroup.com/in/articles/tackling-food-waste-south-koreas-success-story/> (accessed Mar. 6, 2026).

<sup>18</sup> Chapter 2. Circular Economy Potential and Public-Private Partnership Models in Japan - ERIA, [https://www.eria.org/RPR\\_FY2014\\_No.44\\_Chapter\\_2.pdf](https://www.eria.org/RPR_FY2014_No.44_Chapter_2.pdf) (accessed Mar. 6, 2026).

<sup>19</sup> South Korea's food waste recycling model turns leftovers into energy ..., <https://www.dailyclimate.org/south-korea-s-food-waste-recycling-model-turns-leftovers-into-energy-2668948262.html> (accessed Mar. 6, 2026).

<sup>20</sup> Waste and Water - National Climate Change Secretariat, <https://www.nccs.gov.sg/singapores-climate-action/mitigation-efforts/wasteandwater/> (accessed Mar. 6, 2026).

<sup>21</sup> World Bank. Infrastructure Monitor 2024: Global trends in Private Investment in Infrastructure - Executive Summary (English). Washington, D.C.: World Bank Group. <http://documents.worldbank.org/curated/en/099042225161529126> (accessed Mar. 6, 2026).

<sup>22</sup> Capital Markets Malaysia, Green Infrastructure Investment Opportunities in Malaysia (Kuala Lumpur: Capital Markets Malaysia, 2020), <https://www.capitalmarketsmalaysia.com/green-infrastructure-investment-opportunities-malaysia-2020-report/> (accessed Mar. 6, 2026).

<sup>23</sup> Managing Flood Risks - World Bank Documents & Reports, <https://documents1.worldbank.org/curated/en/099031924075011175/pdf/P50170713a83500ce1a2461d7d8df026d11.pdf> (accessed Mar. 6, 2026).

<sup>24</sup> *Id.*

<sup>25</sup> The Official Web of Public Infobanjir - PRAB, <https://publicinfobanjir.water.gov.my/mengenai-kami/prab/?lang=en> (accessed Mar. 6, 2026).

The floods of 2021 were particularly devastating, described as a "once-in-a-century" event. They resulted in massive losses amounting to RM6.1 billion (USD\$1.47 billion), which represents 0.4% of Malaysia's nominal GDP. Tragically, 54 lives were lost, and more than 71,000 people were displaced, with over 125,000 individuals affected in some way<sup>26</sup>. The increasing annual losses continue to weigh heavily on the economy, as shown in a March 2025 report that announced total damages of US\$224.39 million (RM933.4 million) in 2024, an increase from US\$181.6 million (RM755.4 million), in 2023. These losses hit hardest in homes (US\$89.48 million / RM372.2 million), and crucial public infrastructure (US\$72.94 million / RM303.4 million)<sup>27</sup>. In December 2024, an additional disaster unfolded as 37 districts across nine states faced severe flooding, forcing the evacuation of 153,411 people and causing damage to 159 educational facilities, 81 health centres, and 273 roads<sup>28</sup>. The economic toll is not just numbers; it represents the lives and livelihoods of many. It's alarming how this steady drain has increased from an estimated US\$24.4 million (RM100 million), annually in the 1980s to over US\$219.97 million (RM915 million), pre-2021<sup>29</sup>. Flooding poses a significant constraint on physical connectivity by disrupting transport networks, logistics operations, industrial activity, and trade. Recurrent flood events damage roads and other transport infrastructures, raising trade costs and undermining the reliability of supply chains.

This reality brings to light the urgent need for impactful and cost-effective investments in flood mitigation, not just as a financial necessity, but as a compassionate response to help vulnerable communities thrive amid these challenges.

Malaysia's vulnerability to stormwater issues is influenced by various factors beyond just increased heavy rainfall, which has risen by 15% over the past 40 years. Although the National Flood Forecasting and Warning Program (PRAB) provides 7-day monsoon forecasts and 1 to 3 hour flash flood warnings<sup>30</sup>, recent unprecedented floods, such as those in the Klang Valley<sup>31</sup>, reveal a significant gap in the effectiveness of these systems to protect densely populated urban areas from sudden, high-impact events.

Another Malaysian government initiative is called the Flood Mitigation Plan, or Rancangan Tebatan Banjir (RTB)<sup>32</sup>, requires a massive development fund, complicated procurement process and implementation through a series of strategic projects that spread across the economy. A pivotal development occurred in 2023, when the government opted to transition from direct negotiations to open tender processes in an effort to "avoid leakages" and enhance fiscal transparency. This transition highlights the need to evolve the existing "no government commitment" model of PPP to incorporate resilience-related projects<sup>33</sup>.

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<sup>26</sup> A Review of Major Flood Events in Malaysia Between 1970-2024 - UKM, <https://www.ukm.my/jkukm/wp-content/uploads/2025/3702/28.pdf> (accessed Mar. 6, 2026).

<sup>27</sup> Special Report on Impact of Floods in Malaysia, [https://www.dosm.gov.my/site/downloadrelease?id=special-report-on-impact-of-floods-in-malaysia-2024&lang=English&admin\\_view=](https://www.dosm.gov.my/site/downloadrelease?id=special-report-on-impact-of-floods-in-malaysia-2024&lang=English&admin_view=) (accessed Mar. 6, 2026).

<sup>28</sup> Malaysia: Country Report FY2024, Che Siti Noor binti Che Mamat, National Disaster Management Agency (NADMA), Asian Disaster Reduction Center, 2024, [https://www.adrc.asia/countryreport/MYS/2024/Malaysia\\_CountryReport\\_FY2024.pdf](https://www.adrc.asia/countryreport/MYS/2024/Malaysia_CountryReport_FY2024.pdf) (accessed Mar. 6, 2026).

<sup>29</sup> Estimation of Infrastructure Demand for Flood Control in Malaysia, Japan International Cooperation Agency (JICA), 2024, [https://www.jica.go.jp/jica-ri/research/strategies/l75nbg00000bac29-att/Report\\_Malaysia\\_Final\\_JICAv2.pdf](https://www.jica.go.jp/jica-ri/research/strategies/l75nbg00000bac29-att/Report_Malaysia_Final_JICAv2.pdf) (accessed Mar. 6, 2026).

<sup>30</sup> *Supra* note 27

<sup>31</sup> Towards Long-Term Flood Risk Management: Malaysia 2022 - Netherlands Enterprise Agency, <https://english.rvo.nl/files/file/2023-10/DRR-Team-Malaysia-Mission-Report-November-2022.pdf> (accessed Mar. 6, 2026).

<sup>32</sup> RM4.32 bilion dibelanjakan laksana projek RTB di seluruh negara - Berita RTM, 2025, <https://berita.rtm.gov.my/nasional/senarai-berita-nasional/senarai-artikel/rm4-32-bilion-dibelanjakan-laksana-projek-rtb-di-seluruh-negara> (accessed Mar. 6, 2026).

<sup>33</sup> Facilitation fund for infrastructure projects to be set up under PPP 3.0 model -- PM - Bernama, <https://www.bernama.com/en/news.php?id=2007399> (accessed Mar. 6, 2026).

Thus, the peer review must address Malaysia's strategic challenges, calling for the creation of a transformative financial model that champions the bankability of resilience initiatives through a robust "PPP for Resilience" framework. This initiative must include a governance model that breaks down existing silos to foster the adoption of blue-green infrastructure (BGI) and a technological model that harnesses the power of artificial intelligence (AI) and "smart" systems. By actively engaging in peer review and leveraging the wealth of expertise within the Asia-Pacific region, Malaysia can elevate its capabilities. Benchmarking against global trailblazers like China<sup>34</sup>, Republic of Korea<sup>35</sup>, and Singapore<sup>36</sup> will be essential in building internal capacity to deploy innovative flood infrastructure that not only meets needs but is also financially sustainable, ultimately enhancing the quality of life for every citizen.

Through PPP, the future of flood and stormwater management is set to revolutionise as we wanted to transition from static, passive infrastructure, such as traditional drainage systems, to adaptive, active "smart" infrastructure.<sup>37</sup> Malaysia is eager to advance beyond isolated "smart" projects to forge a comprehensive economy-wide "smart" resilience strategy, mobilising private capital and fostering innovation to ensure a sustainable, cost-effective, and secure future for its people.

### **3. Implementation of PPP in Water Supply Management**

Malaysia has one of the highest rates of population access to tap water, with 97.1% in 2023. Based on 2017 data, Malaysia extracts 18.375 billion litres of raw water per day for treated water supply alone<sup>38</sup>. In 2022, water services industry has reached at a critical inflection point<sup>39</sup> cause by aging water pipes, rapid industrial expansion particularly in the data centre sector, river pollution and climate change.

The water supply sector faces a significant efficiency gap with a Non-Revenue Water (NRW) rate of 37.1% as of 2024/2025, resulting in daily losses of about 7,195 million litres and over US\$0.49 billion (RM2 billion) in potential revenue each year<sup>40</sup>. NRW includes treated water lost before reaching customers due to leaks, theft, or metering inaccuracies. Perlis (61.6% NRW), Kelantan (54.5%), and Pahang (51.2%) lose more treated water than they sell<sup>41</sup>, primarily due to an aging distribution network. The Ministry of Energy Transition and Water Transformation (PETRA) has identified 1,844 km of critical pipes needing immediate replacement<sup>42</sup>. Kelantan's water operator estimates over 4,000 km of obsolete piping, much of it asbestos cement, requires replacement at a cost of RM1.7 billion<sup>43</sup>.

<sup>34</sup> Exploring the Development of the Sponge City Program (SCP): The Case of Gui'an New District, Southwest China - Frontiers, <https://www.frontiersin.org/journals/water/articles/10.3389/frwa.2021.676965/full> (accessed Mar. 6, 2026).

<sup>35</sup> The Future of Flood Forecasting: Technology Driven Resilience, <https://wmo.int/media/magazine-article/future-of-flood-forecasting-technology-driven-resilience> (accessed Mar. 6, 2026).

<sup>36</sup> Singapore - Urban green-blue grids for resilient cities, <https://urbangreenbluegrids.com/projects/singapore-en/> (accessed Mar. 6, 2026).

<sup>37</sup> Case Study on Improvement Measures for Increasing Accuracy of AI-Based River Water-Level Prediction Model - MDPI, <https://www.mdpi.com/2673-4834/6/4/146> (accessed Mar. 6, 2026).

<sup>38</sup> Water Issues in Malaysia. International, [water-issues-in-malaysia.pdf](https://www.water-issues-in-malaysia.pdf) (accessed Mar. 6, 2026).

<sup>39</sup> Not timely to water down issue, STAR BIZ7 APRIL 27 – MAY 3, 2024 <https://www.pwc.com/my/en/assets/media/pwc-in-the-news/2024/pwc-my-270424-water-down-issue.pdf> (accessed Mar. 6, 2026).

<sup>40</sup> Government aims to cut NRW to 31 pct by 2025 - DPM Fadillah. <https://mediaselangor.com/en/2024/11/241456> (accessed Mar. 6, 2026).

<sup>41</sup> Fewer leaks, smoother flow: Malaysia's non-revenue water stands at 37.1%, <https://www.thestar.com.my/news/nation/2025/09/04/fewer-leaks-smoother-flow> (accessed Mar. 6, 2026).

<sup>42</sup> *Supra* note 39

<sup>43</sup> Air Kelantan to replace 4,000km of old pipes, <https://www.malaysiakini.com/news/560201> (accessed Mar. 6, 2026).

The Water Services Industry Act 2006 (WSIA) restructured Malaysia's water sector by creating a unified regulatory framework with two main entities: SPAN, the technical and economic regulator<sup>44</sup>, and PAAB, responsible for water asset management<sup>45</sup>. While PAAB has improved the sector's debt profile, a key issue remains with water tariffs, leading to a "low tariff trap" where operators cannot recover costs. The average cost to produce water is RM1.75, but the average consumer tariff is only RM1.43, resulting in ongoing financial losses for water operators<sup>46</sup>. This undercapitalisation hinders essential investments in infrastructure and technology, and the tariff deficit deters private sector participation, as revenues do not cover costs or provide returns without significant government support. Penang experiences even higher consumption rates, exacerbated by low tariffs that do not reflect water scarcity.

Water security management in the Asia-Pacific is increasingly seen as vital for economic competitiveness and domestic security. In Malaysia, the efficiency of water infrastructure directly impacts its ability to attract high-value foreign direct investment (FDI), especially in sectors like semiconductor manufacturing and data centres. Johor's data centre capacity has dramatically increased from 10 MW in 2021 to 1.3 GW, with projections of 2.7 GW by 2027, highlighting the need for a robust and efficient water supply system<sup>47</sup>.

Utilising Public-Private Partnership (PPP) mechanisms offers an opportunity to attract private investment in sustainable and resilient infrastructure. The peer review should focus on transformative water management investments that emphasise lifecycle efficiency, technological integration, and climate resilience. Best practices from APEC economies, such as Japan's technological expertise and Vietnam's Performance-Based Contracts to reduce Non-Revenue Water (NRW), can serve as models. This review can catalyse for Malaysia to embrace the best PPP model and consider Industrial Water Reclamation, in order to turning water liabilities into valuable assets and propelling the economy towards sustainable water management.

Malaysia and the facilitating economy may further refine the sectors that will be reviewed as necessary.

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<sup>44</sup> SPAN Leading Malaysia Towards a Sustainable and Water Secure Future, <https://asianwater.com.my/span-leading-malaysia-towards-a-sustainable-and-water-secure-future/> (accessed Mar. 6, 2026).

<sup>45</sup> Reform in Water Services Industry, <https://www.paab.my/reform-in-water-services-industry/> (accessed Mar. 6, 2026).

<sup>46</sup> Water Tariff and Development: The Case of Malaysia, [https://www.researchgate.net/publication/23512205\\_Water\\_Tariff\\_and\\_Development\\_The\\_Case\\_of\\_Malaysia](https://www.researchgate.net/publication/23512205_Water_Tariff_and_Development_The_Case_of_Malaysia) (accessed Mar. 6, 2026).

<sup>47</sup> Malaysia water regulator to set strict water rules for data centres as number grows, <https://www.straitstimes.com/asia/se-asia/malaysia-water-regulator-to-set-strict-water-rules-for-data-centres-as-number-grows> (accessed Mar. 6, 2026).