MILLENNIUM
CHALLENGE ACCOUNT
BELIZE

Pre-Offer Conference - Meeting Minutes

Procurement Reference: MCA-B/EP/QCBS/26/3010

Procurement Title: Consultancy for Employers Representative

Date: 25th September 2026

Time: 1:30 – 2:42 p.m. CST

Venue: Virtual (Microsoft Teams)

1. Introduction

The Pre-Offer Conference for the Consultancy for Employer's Representative for MCA-Belize was held virtually to provide prospective Offerors with an overview of the procurement requirements, scope of services, evaluation methodology, contractual requirements, and offer submission procedures.

Ms. Carolyn Crawford, Director for Procurement and Grants, MCA-Belize, welcomed participants and explained that MCA-Belize has received funding from the United States Government through the Millennium Challenge Corporation (MCC) to implement the Education and Energy Projects in Belize. The Pre-Offer Conference concerned the appointment of an Employer's Representative under the Energy Project to support the development, procurement, installation, testing, commissioning, and commercial operation of a submarine transmission cable with integrated fiber optic capability.

The purpose of the conference was to help prospective Offerors understand the requirements and avoid misunderstandings or errors in their submissions.

Written clarification responses will be shared with all prospective Offerors to ensure transparency and equal access to information.

2. MCA/MCC Belize Representatives

The following representatives participated in the conference:

Carolyn Crawford – Director, Procurement & Grants, MCA-Belize
Jenner Edelman – MCC Resident Country Director
Ryan Cobb – Managing Director, Energy Project, MCA-Belize
Juan Carlos Barahona – Procurement Agent Manager
Stacy Rivers – Procurement Agent Administrative Assistant

Representatives of interested consulting firms also attended.

3. Procurement Overview

Guidelines for the session were mentioned:

- Attendance at the conference is not a mandatory requirement for participation in subsequent stages of the procurement process.
- Minutes will be provided to all prospective Offerors and posted on MCA-Belize website.
- For questions that require a detailed review, participants will be requested to submit a formal Request for Clarification in writing, in accordance with the tender clarification procedure.

The Procurement Agent Manager (PAM), Mr. Juan Carlos Barahona, presented an overview of the procurement process and the Request for Offers (RFO) document, highlighting the following:

- The Millennium Challenge Corporation (MCC) Procurement Principles were described and confirmed as an integral part of this selection process.
- The procurement is conducted using the **Quality and Cost-Based Selection (QCBS)** method.
- The structure of solicitation consists of two parts and specific sections:

  Part 1 – Selection Procedures
  - Instructions to Offerors (ITO);
  - Procurement Data Sheet (That complements the ITO);
  - Qualification and Evaluation Criteria;
  - Technical Offer Forms / Financial Offer Forms, and
  - Terms of Reference (TOR);

Part 2 – Contract Documents

- General Conditions of Contract (GCC);
- Special Conditions of Contract (SCC that complements the GCC)
- Contract Forms
- Annexes

- Offerors are advised to carefully review both Part 1 and Part 2 of the solicitation documents when preparing their offers. The contract forms included in Part 2 will serve as the basis for drafting the contract with the successful Offeror.
- Technical proposals will first be evaluated.
- Only financial proposals from eligible and technically qualified offerors will be opened.
- **Technical proposals shall not contain any price information.**
- Clarification requests must be submitted only through the official procurement email identified in the solicitation.
- Responses to clarification requests will be shared with all prospective offerors.
- Offers must be submitted electronically through the ***Dropbox link*** provided in the RFO. Hard-copy or email submissions will be rejected.
- Proposal validity shall be a minimum of **120 days**.
- The estimated budget for this consultancy is **US$4,000,000.** This amount is just an estimation for indicative purposes. Offerors need to analyze carefully their own proposed price, noting that a Price Reasonableness Analysis (PRA) will be conducted.
- Sub-Consultants may not participate in more than one offer. Individual experts may participate in more than one Offer.

Key Procurement Dates

- **Deadline for submission of written clarifications:** 29th September 2026
- **Expected issuance of clarification responses:** 9th October 2026
- **Offer submission deadline:** 26th October 2026 at 2:00 p.m. Belize time

4. Consultancy Overview

The Managing Director of Energy Project, Mr. Ryan Cobb, presented the objectives, background and scope of the consultancy.

MCA-Belize intends to develop, procure, install, test, commission and place into commercial operation a submarine transmission cable with integrated fiber optic capability.

The Employer's Representative will provide independent technical, commercial and contractual project management services throughout the design, manufacturing, installation, testing, commissioning and defects notification/warranty phases of the EPCI contract.

The Employer's Representative will act on behalf of MCA-Belize to manage the EPCI FIDIC Silver Book works contract .

The expected responsibilities include:

- Administration of the EPCI contract;
- Technical, commercial and contractual management support;
- Schedule management;
- Quality management;
- Environmental, social and health and safety support;
- Contract management;
- Review and confirmation of the draft Employer's Requirements;
- Issuance of authorized instructions, notices, recommendations, certifications and other contractual communications;
- Maintenance of complete and auditable records;
- Support for payment administration;
- Change and claims management;
- Dispute avoidance; and
- Support throughout the multi-year implementation period, including the defects notification period.

The Employer's Representative is expected to oversee activities associated with the EPCI contractor, including:

- Route engineering;
- Geophysical and geotechnical investigations;
- Verification of existing survey and technical information;
- Design and engineering of the submarine transmission cable;
- Manufacturing of the submarine cable and associated underground cable;
- Delivery of the cable;
- Design and construction of transition facilities;
- Equipment associated with the Northern Ambergris Caye substation;
- Cable laying under the seabed and on land;
- Interconnections with overhead transmission lines and the new island substation;
- Testing and commissioning; and
- Operational readiness activities.

The Employer's Representative will also provide procurement support for the EPCI contractor, including assistance with responses to bidder queries and evaluation of EPCI tenders.

The Employer's Representative is expected to support factory inspections, testing and commissioning, takeover activities, and the defects notification period.

The assignment is expected to be multi-year and to extend through the five-year Compact period and the applicable defects notification period.

Mr. Cobb also outlined the anticipated delivery timeline and key activities.

Key deliverables are expected to include support for:

- Finalization of the Employer's Requirements;
- Procurement support for the EPCI contractor;
- Quarterly progress reporting;
- Factory inspections;
- Testing and commissioning;
- Takeover activities; and
- Defects notification reporting and support.

The final proposal submitted by each Offeror should include its own proposed timelines and approach to delivery.

MCA-Belize indicated that it is targeting completion of the Employer's Representative procurement and contract award by December 2026, or early January 2027 at the latest.

The Employer's Representative will assist MCA-Belize in finalizing the procurement package for the EPCI contractor, with the objective of launching the EPCI procurement by March 2027 and selecting the EPCI contractor by October 2027.

The anticipated EPCI procurement will cover the detailed design, procurement and installation of the submarine transmission cable.

MCA-Belize indicated that market research with cable manufacturers suggests that confirming an order by late 2027 could support cable manufacturing during 2029, with installation anticipated in Belize by late 2029 or, at the latest, 2030.

The Terms of Reference identify key experts who must be included in the proposal.

The key personnel are required to be proficient in English and include:

- **Team Leader** – Bachelor's degree in Electrical Engineering and a minimum of 15 years of relevant experience in the cable sector;

- **Marine Installation Specialist** – responsible for supporting and overseeing marine cable installation activities; and
- **Submarine Cable Power Cable Engineer** – responsible for reviewing and overseeing the designs submitted by the EPCI contractor.

Additional auxiliary personnel may be proposed by Offerors as appropriate.

The qualifications and experience of the key personnel will be evaluated and scored in accordance with the published evaluation criteria

5. Evaluation Methodology

The Procurement Agent Manager (PAM) explained that offers will undergo. This process includes:

Administrative Review

Verification of eligibility and that all required submission documents have been provided.

Financial Capacity Assessment

According to ITO 12.5 (d), Offerors are required to demonstrate financial capacity. All Offerors are to submit the required documentation and follow the procedure as indicated in Form TECH-2A.

Technical Evaluation

Technical offers will be evaluated out of **100 points** using the published evaluation criteria and scoring methodology.

The evaluation includes:

- Experience with submarine power cable projects, including 115 kV or higher cable systems;
- Experience with shallow water or constrained marine installation, landfall works, coastal permitting and marine logistics;
- Experience with cable manufacturing surveillance, factory acceptance testing, jointing, termination systems, marine cable installation, burial and post-lay verification;
- Methodology, work plan and organization/staffing; and
- Qualifications and experience of key personnel.

The minimum passing technical score is 80 **points**.

Financial Offers Evaluation

Only proposals achieving the minimum technical score will proceed to financial evaluation.

Combined Score

Final rankings will be determined using the following weighting:

- Technical Proposal – 80%
- Financial Proposal – 20%

6. Proposal Preparation

Participants were reminded to:

- Use only the offer templates provided;
- Ensure CVs follow the prescribed format;
- Ensure staffing schedules align with TOR and proposed deliverables;
- Complete all required eligibility forms; and
- Carefully review the contract conditions before submission.
- Avoid “Last minute submission”. Late offers ***will be*** rejected.

7. Common Proposal Preparation Errors

The PAM highlighted several common errors that may result in rejection or adversely affect evaluation, including:

- Late submission;
- Offer validity below the required period;
- Unsigned submission forms;
- Submission by unauthorized signatories;
- Incomplete proposal forms;
- Inclusion of price information in the technical offer;
- Unrealistic or unbalanced pricing;
- Arithmetic errors;
- Poor description of relevant experience;
- Proposing personnel who do not meet qualification requirements;
- Inconsistencies between staffing, methodology and work plan; and
- Submission of generic methodologies that do not adequately address the Terms of Reference.

Offerors were encouraged to complete internal quality reviews before submission.

8. Questions and Responses

The following questions were raised during the conference.

Question 1

What standards are applicable in Belize, and are equivalent standards or products acceptable?

Response:
It was confirmed that equivalent standards may be considered to facilitate implementation of the works. Reference was also made to the use of IEEE standards.

Question 2

Has the prime contractor for the EPCI works already been selected?

Response:
No. The EPCI contractor has not yet been selected. The Employer's Representative will assist MCA-Belize in developing the Employer's Requirements and performance standards for the EPCI procurement.

The Employer's Representative is not expected to design the submarine cable. The EPCI contractor will be responsible for the detailed design, means and methods, fitness for purpose and performance obligations under its contract.

The Employer's Representative's initial task will include reviewing the draft Employer's Requirements so that MCA-Belize can proceed with the EPCI procurement.

Question 3

Is a site visit required for preparation of the proposal?

Response:
No mandatory site visit was identified for proposal preparation. However, prospective Offerors may visit the site if they consider it necessary. Any associated costs would be borne by the prospective Offeror.

Question 4

What is the exact point of interconnection at the mainland riser structure, and what is the EPCI contractor's responsibility?

Response:
The EPCI Contractor will be responsible for the cable termination and execution of the interconnection at the mainland riser/transition structure.

The construction of the riser or transition structure itself will be the responsibility of Belize Electricity Limited (BEL). BEL will also be responsible for obtaining the required permits, including any applicable building and mining permits, as well as managing stakeholder engagement related to the marine works.

The EPCI Contractor will be responsible for the design of the applicable structure, which may take the form of a riser structure or transition bay, depending on the technical solution proposed by the Contractor.

Question 5

Will the recording of the conference and participant information be shared?

Response:
MCA-Belize confirmed that the minutes, presentation and list of participants would be shared following the conference. The recording of the presentation will not be distributed.

Question 6

What level of permitting support is expected from the Employer's Representative?

Response:
The national utility will primarily be responsible for securing environmental permits and other required permits.

Environmental impact assessments are currently being undertaken. Coordination with local authorities will also be required for permits such as building permits and any mining permits that may be necessary, as well as stakeholder engagement associated with the marine area and the affected population on the island.

Question 7

What information and studies are currently available for the project?

Response:
MCA-Belize indicated that bathymetric survey information for the proposed routes is currently available. Additional marine studies, including geotechnical and geophysical surveys, are also being undertaken.

The national utility has conducted a feasibility study concerning the appropriate voltage and amperage requirements for the cable.

The national utility will also be responsible for associated overhead transmission lines and interconnecting facilities, including substations. The Employer's Representative will therefore need to coordinate closely with the utility.

The project scope is primarily focused on the marine portion, including the submarine cable and approximately one kilometer of underground cable connecting to the substation on Ambergris Caye.

The proposed cable route layout is included in the Terms of Reference.

Question 8

Is the Employer's Representative expected to be present during the post-installation survey conducted by the EPCI contractor?

Response:
No. The Employer's Representative is not expected to be present for the surveys themselves.

The Employer's Representative's role will commence with procurement support and, once the EPCI contractor is appointed, oversight of the contractor's design based on the information gathered through the surveys.

The Employer's Representative is expected to have an on-site role during preparatory works, cable installation, testing and commissioning, and other relevant implementation activities.

Question 9

Will MCA-Belize modify the FIDIC Silver Book conditions?

Response:
MCA-Belize indicated that particular conditions of contract will be included, similar to the approach used for other MCC-funded contracts. MCA-Belize is seeking to adhere as closely as possible to the standard FIDIC Silver Book form.

The 2022 form of the FIDIC Silver Book is being used, and the finalized bidding documents will be shared once completed.

Question 10

Will written clarification responses be shared with all prospective Offerors?

Response:
Yes. Responses to written clarification requests will be issued to all prospective Offerors through a clarification notice. The source of the question will not be identified.

Clarification information will also be made available through the MCA/MCC Belize website.

9. Closing

Participants were thanked for their interest in the procurement.

Offerors were encouraged to:

- Carefully review all solicitation documents;
- Submit clarification requests before the specified deadline;
- Prepare proposals that fully address the Terms of Reference and Contract information; and
- Submit proposals well in advance of the submission deadline to avoid technical difficulties.

Participants were reminded that the presentation provided during the conference was for informational purposes only. In the event of any discrepancy or inconsistency, the provisions of the RFO, together with any subsequent clarification or amendment, will prevail.

The conference concluded with appreciation to all participants for their attendance at 10:38 am CST.

Attachments:

- **RFP-26-3010-Pre-Offer-Conference-Presentation**
- **Attendance List**

Pre-Offer Conference

Request for Offers (RFO)

MCAB/EP/QCBS/26-3010

September 25th, 2026

Consultancy for Employer's Representative

MILLENNIUM
CHALLENGE ACCOUNT
B E L I Z E

Presenters



Carolyn Crawford / Director, Procurement & Grants

Ryan Cobb / Managing Director, Energy Project

Juan C. Barahona / Procurement Agent Manager



PURPOSE AND SCOPE OF THE PRE-OFFER CONFERENCE

- Pre-Offer conferences are encouraged to avoid misunderstanding and mistakes in Offers which can be difficult to cure after submission of the Offer.
- Attendance is not mandatory.
- Minutes will be provided to all prospective Offerors and posted on MCA-Belize website
- We will be pleased to address any general questions during this Pre-Bid Conference. However, for questions requiring a detailed review, interpretation of the bidding documents, or clarification of specific requirements, we kindly request that participants submit a formal Request for Clarification in writing. This will allow us to carefully evaluate the inquiry and provide an official response that is communicated consistently and fairly to all prospective Offerors, ensuring transparency and equal access to information throughout the procurement process.
- This presentation is provided for informational purposes only. In the event of any discrepancy or inconsistency, the provisions set forth in the RFO document, together with any subsequent clarifications and/or amendments, shall prevail and govern the procurement process.
- Questions will be taken at the end of the presentation

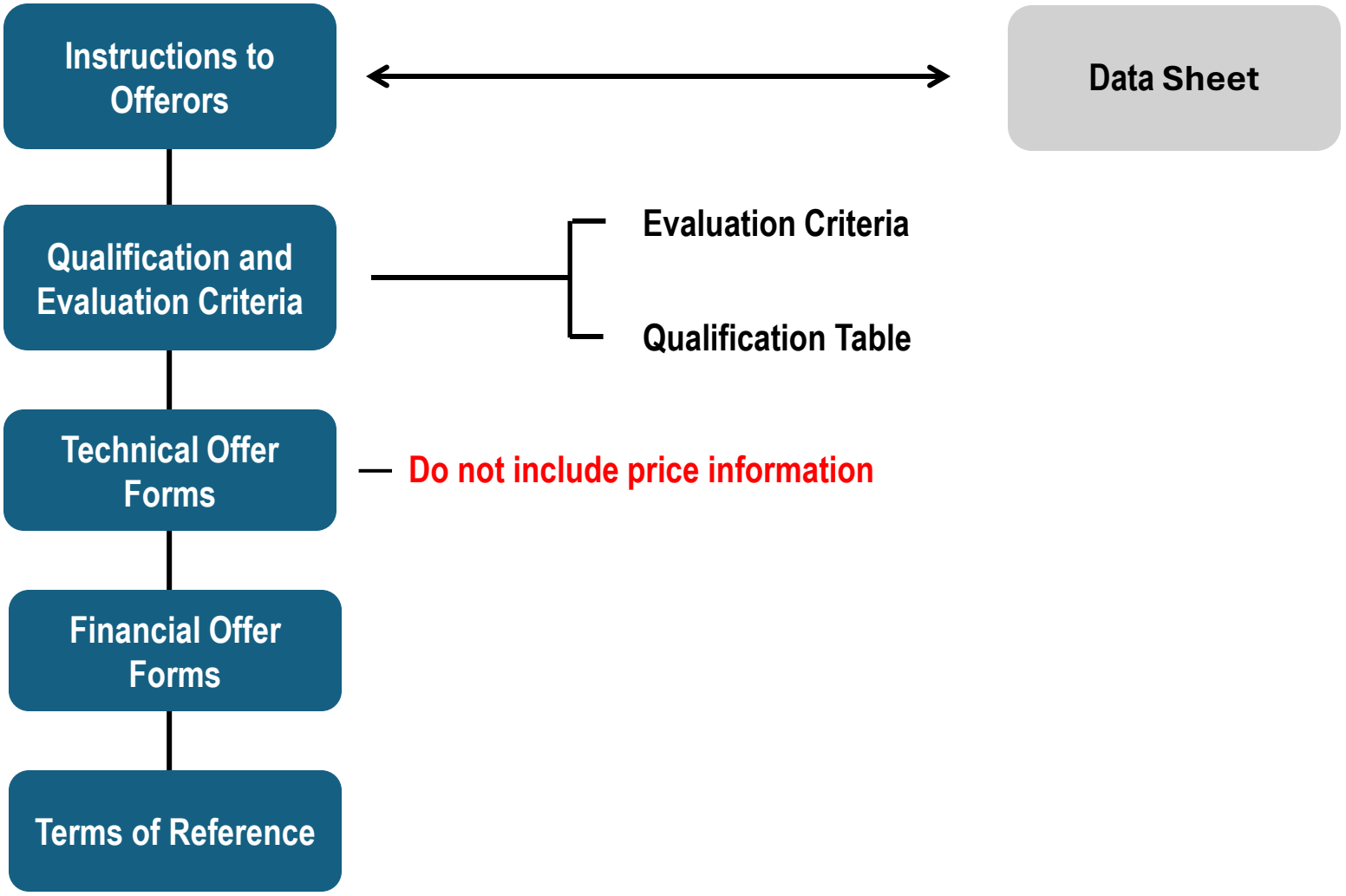
MCC PROCUREMENT PRINCIPLES

MCC Procurement Principles

Principles	How they are applied to the RFO
• Open, fair, and competitive procedures must be used in a transparent manner to solicit, award, and administer contracts and to procure goods, works, and services	• Open to all eligible offerors • Based on Notifications • Bid Challenge System
• Solicitations for goods, works, and services must be based upon a clear and accurate description of the goods, works, and services to be acquired.	• Clear Instruction to Offerors • Tender clarifications allowed • Professional TOR
• Contracts must be awarded only to qualified and eligible contractors that have the capability and willingness to perform the contracts in accordance with their terms on a cost effective and timely basis.	• Objective Evaluation Criteria • Contract terms duly informed
• No more than a commercially reasonable price, as determined	Price Reasonableness Analysis (PRA)

OVERVIEW OF THE REQUEST OF OFFERS (RFO)

Part 1 – Selection procedures



Procurement Method: Quality and Cost Based Selection (QCBS)

Deadline to submit written clarifications: 29 September 2026 / pabelize@charleskendall.com

Responses issued on: 9 October 2026

Proposals Submission Deadline: 26 October 2026, 14:00 hours (Belize)

Format: Microsoft office or PDF / Paper proposals or sent by email proposal shall be rejected / the proposals shall be submitted through the provided Dropbox link

Password Protection:

MCA-Belize does not require password protection for the Technical and Financial offer. However, if an offeror elects to submit technical and financial offers with password protection, the password should be sent no later than 15 minutes before the opening of the technical and financial offers

Validity of offers: 120 days after the submission deadline

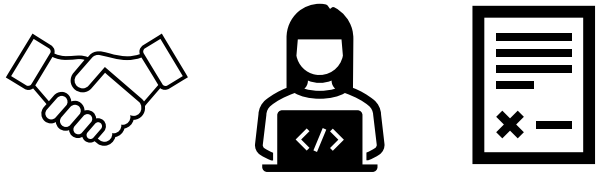
Language: English

Estimated Budget: USD 4,000,000

Currency: USD (United States Dollars)

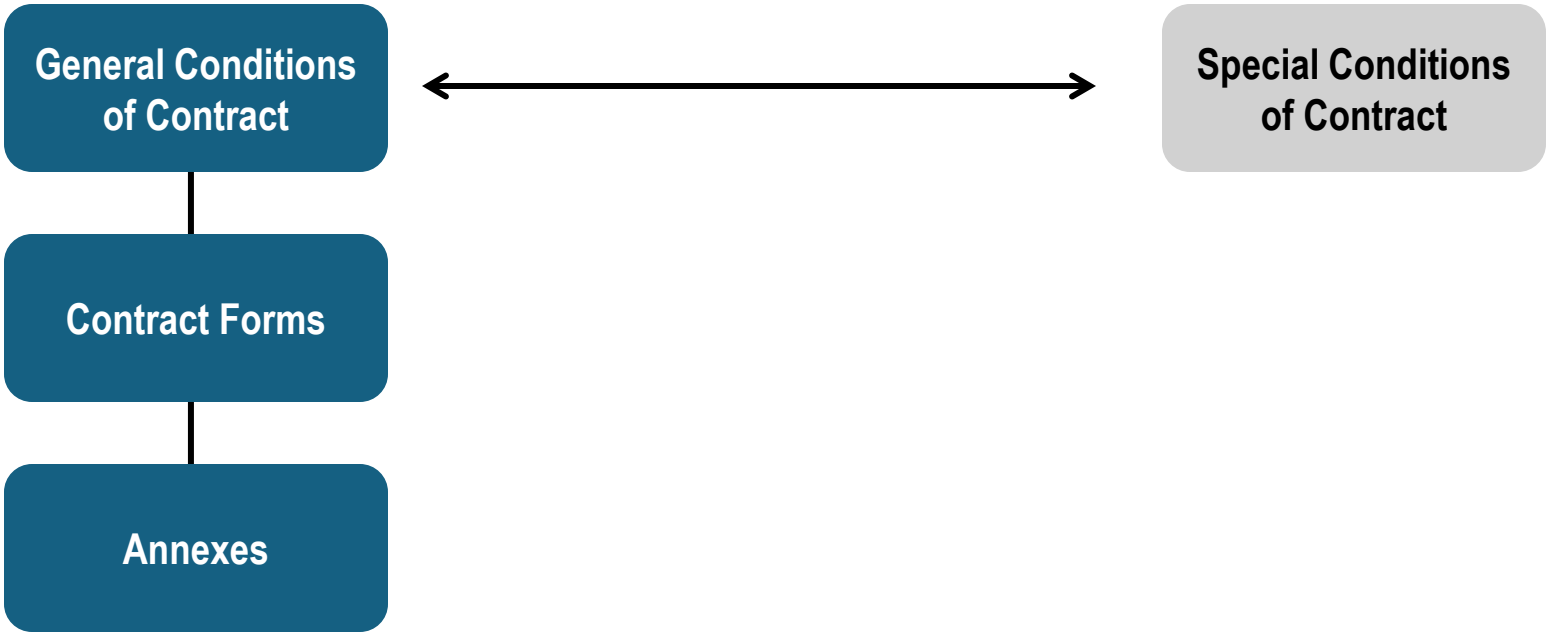
Sub-consultant (If any): May **NOT** participate in more than one offer

Individual Expert: May participate in more than one offer



CONTRACT DOCUMENTS

Part 2 – Contract Documents



General Conditions of Contract: Link provided in the RFO, offerors must download and review before submitting an offer

Special Conditions of Contract:

GCC 10.5 Resident project manager: Shall NOT be required

GCC 13.2: Procedure for disputes or claims

GCC 17.3: Payment schedule (Linked to deliverables)

GCC 18: The applicable tax treatment shall be governed by Section 2.8 and Annex VI of the Millennium Challenge Compact between the United States of America and the State of Belize



SCOPE OF CONSULTANCY

Terms of Reference

Millennium Challenge Account-Belize (MCA-Belize) ("Employer") intends to develop, procure, install, test, commission, and place into commercial operation a submarine transmission cable system with integrated fiber optic under an Engineering, Procurement, Construction, and Installation (EPCI) Contract (FIDIC Silver Book).

MCA-Belize seeks to appoint an experienced Employer's Representative ("ER") to act on its behalf to provide independent technical, commercial, contractual, environmental, and project management services throughout design, manufacturing, installation, testing, commissioning, and warranty phases of the EPCI Contract.

Brief Description of the Scope of Service

The role of the ER will be to:

- Act as Employer's Representative under the selected FIDIC Silver Book and the project-specific Particular Conditions, subject to the delegation of authority established by MCA-Belize.

- Administer the EPCI Contract and provide Employer with technical, commercial, schedule, quality, Environmental, Social, Health and Safety (ESHS), and contract-management support.

- Review EPCI Contractor submissions for conformity with the Employer's Requirements and the EPCI Contract. The EPCI Contractor remains fully responsible for its design, means and methods, fitness for purpose, and performance obligations.

Brief Description of the Scope of Service

- Issue instructions, notices, recommendations, certifications, determinations, or other contract communications only to the extent expressly authorized by MCA-Belize and the Contract.

- Maintain complete, contemporaneous, auditable records suitable for MCA-Belize and Millennium Challenge Corporation (MCC) oversight, payment support, change/claim management, and dispute avoidance.

- The ER should anticipate a multi-year assignment covering the EPCI implementation period and Defects Notification Period (DNP). This could include approximately 10 months total for procurement support of the EPCI contractor (with only a small initial portion of that period dedicated to reviewing and finalizing the Employer's Requirements prepared by MCA-Belize), 30 months of engineering, construction and installation supervision; 3 months for cable system testing and commissioning, 12 months of DNP support, and up to 3 months for final payment certificate/closeout. The final duration will be aligned with the EPCI procurement and Compact schedule.

Scope of the EPCI Contractor may include:

1. Route Engineering: Selection and optimization of route
2. Geophysical and Geotechnical Investigations: Verifying existing marine data and surveys
3. Design: Design, engineering and manufacture of the submarine and underground cable systems
4. Manufacturing of Submarine and Underground Cables
5. Delivery of the Submarine and Underground Cables
6. Supply of Transition Compound (or Structure) Equipment at Bomba landing point
7. Design and Supply of Transition Joint Bay at the Ambergris Caye landing point
8. Supply of Structure and associated equipment at Ambergris Caye North Substation
9. Cable Laying and Burial Operations
10. Land Cable Installation
11. System Integration
12. Cable monitoring systems
13. Testing and commissioning
14. Operational Readiness Activities

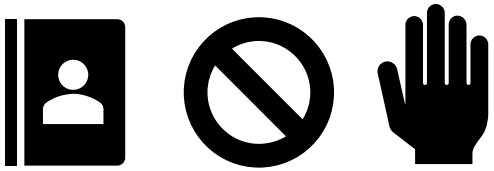
NO.	DELIVERABLE	DUE DATE
1	Final Employer's Requirements and Procurement Documents	6 weeks after the ER contract Effective date.
2	Inception Report and Project Management Documents (CAM, toolkit, etc)	8 weeks after contract Effective Date
3	Procurement Support Report	2 weeks after completion of the EPCI tender assessment
4	Quarterly Progress Reports •Design review status •Project progress •Marine and Land Installation Monitoring •Interface Register and Interface Management Reports •ESHS Performance •Change Control Assessments •Payment Certification Recommendations •Relevant monitoring indicators from the MCA-Belize M&E Plan	By the 10th day of each reporting quarter, beginning with the first reporting quarter following the EPCI Contract Effective date.
5	Factory Inspection Reports (2) (cable and associated accessories (joints and terminations)	2 weeks following the completion of the inspection visit
6	Testing and Commissioning Reports	2 weeks after completion of testing and commissioning
7	Taking Over Recommendation	Within 2 weeks after completion of Tests on Completion and confirmation of operational readiness,
8	Defects Notification Report	2 weeks after completion of the defects notification period
9	Final Payment Report	3 months After DNP Report

KEY EXPERTS (must be proficient in English)

Team Leader: Bachelor's degree in Electrical Engineering with min. 15 years experience

Marine Installation Specialist: Bachelor's degree in Marine Engineering, Naval Architecture, Offshore Engineering, Civil Engineering, or related discipline. At least 15 years of relevant experience.

Submarine Power Cable Engineer: Bachelor's degree in Electrical Engineering or related discipline and a minimum of 15 years of experience in the design and implementation of submarine power cable systems.



COMMON ERRORS TO AVOID

To Avoid

- Submitting offers after the deadline
- Offer validity less than the minimum required (120 days)
- Wrong contact details of previous assignments. MCA-Belize will verify references
- Technical Offer Submission Form not signed or signed by unauthorized person
- Incomplete Technical and/or Financial Forms
- Ignoring clarification requests – Wrong email address provided
- Offer unrealistic prices
- Price information in the technical offer
- Arithmetical errors
- Failing to describe correctly the relevant experience
- Key Personnel do not meet the requirements
- Conditions in the offer that contradict the contract
- Inconsistent information
- Unrealistic level of effort
- “copy-paste” from TOR for the Methodology-Approach without detailed analysis



Tender Document Walkthrough

- Section III Qualification and Evaluation Criteria
- Technical Offer Forms
- Financial Offer Forms
- Contract

QUESTIONS AND ANSWERS

Closing Remarks and Next Steps

Pre-Offer Conference

Consultancy for Employers' Representative

MCA-B/EP/QCBS/26/3010

Atendance Register (Prospective Offerors)

30-September-2026

No.	Name	Email	Representing	Country
1	George Marling	george.marling@abl-group.com	ABL	USA
2	Sean Murphy	sean.murphy@abl-group.com	ABL	USA
3	Matthew Kavanagh	matthew.kavanagh@aecom.com	AECOM	USA
4	Brian Moreau	brian-moreau@alliancepower.com	Alliance Power, Inc.	USA
5	Kristen Zgliczynski	kristen-zgliczynski@alliancepower.com	Alliance Power, Inc.	USA
6	Nuani Cayetano	nuani.cayetano@bel.com.bz	BEL	Belize
7	Nuani Cayetano	Nuani.Cayetano@bel.com.bz	Belize Electricity Limited	Belize
8	Robert Castillo	robert.castillo@bel.com.bz	Belize Electricity Limited	Belize
9	Mynor Damian	mdamian@damianeng.com	Damian Engineering	Guatemala
10	Ben Newton	ben.newton@eta-ltd.com	Engineering Technology Applications Ltd	United Kingdom
11	Jeremy Hartley	jeremy.hartley@eta-ltd.com	Engineering Technology Applications Ltd	United Kingdom
12	Mike Nichols	mike.nichols@eta-ltd.com	Engineering Technology Applications Ltd	United Kingdom
13	Kyle LaMarche	k.lamarche@fugro.com	Fugro	Netherlands
14	Kyle LaMarche	k.lamarche@fugro.com	Fugro	Netherlands
15	Marshall Pounds	MPounds@fugro.com	Fugro	Netherlands
16	Diana Carillo	diana@thinkmdcl.com	MDCL Ltd	Belize
17	Md Nazimul Haque	missionasiapower@gmail.com	Mission Asia Power Ltd.	Bangladesh
18	Jeff Fodiak	jeff.fodiak@owcltd.com	OWC	USA
19	Kevin TARDY	kevin.tardy@rte-international.com	RTE international	France
20	Pierre GUILLAUME	pierre.guillaume@rte-international.com	RTE INTERNATIONAL	France
21	Sandrine WACHON	sandrine.wachon@rte-international.com	RTEi	France
22	John Shaw	john.shaw@sealip.com	Sealip Engineering Ltd	United Kingdom
23	Raymond Leung	raymond.leung@tetratech.com	Tetra Tech	USA
24	Ryan Earley	ryan.earley@tetratech.com	Tetra Tech	USA
25	Nick Welz	nick.welz@tetratech.com	Tetra Tech Inc	USA
26	Nick Hemmings	nick.hemmings@evolvenergies.com	Xodus Group Inc	USA
27	Ali Barooee	abarooee@xyzereng.com	XYZER LLC	USA