



**Government  
of Jamaica**



# REQUEST FOR CURRICULUM VITAE

**Issued on: May 19, 2019**

**for**

## **ICT STRATEGY CONSULTANT FOR THE CHILD PROTECTION AND FAMILY SERVICES AGENCY (CPFSA)**

**TIU#: TIU/2019/CPFSA/QCNI-001**

***Project Name:*** GOJ Public Sector Transformation Programme  
IADB JA-L1073 | 4374/OC-JA – Support to the Public Sector  
Transformation Programme

**Procuring Entity:** Transformation Implementation Unit, Ministry of  
Finance and the Public Service



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## SECTION 1: INSTRUCTIONS TO CONSULTANTS (ITC)

### TENDER#: TIU/2019/CPFSA/QCNI-001

The Child Protection & Family Services Agency (CPFSA), an Executive Agency under the portfolio of the Ministry of Education, Youth and Information (MOEYI) is seeking a Strategic ICT Expert (the Consultant) to develop its ICT Strategy. The purpose of this initiative is to assess existing capabilities, identify gaps, explore and propose new opportunities through which ICT could be utilized to support the organization's modernization plan.

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1. An individual will be selected using the **Selection Based on Comparison of Qualification of National Individuals (QCNI)** methodology and procedures described in this ITC, in accordance with the Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank (GN-2350-9) and the Government of Jamaica detailed in the "Handbook of Public Sector Procurement Procedures" respectively.
2. We kindly ask that your submission **must include**:
  - Curriculum Vitae;
  - Any other documents proving the Consultant's experience (sample optional form attached).
3. All documents should be done in PDF format and submitted via the GOJ's eGovernment Procurement Portal ([www.gojep.gov.jm](http://www.gojep.gov.jm)). Registration instructions are available on the website. Consultants may also submit documents via email to:  
**Email address:** [procurement@transformation.gov.jm](mailto:procurement@transformation.gov.jm)  
**Email Subject:** TIU/2019/CPFSA/QCNI-001 – ICT Strategy Consultant
4. The deadline for receipt of your submission by the Procuring Entity is **May 27, 2019**.
5. An email confirmation will be sent for all submissions received electronically before the specified deadline. No hard copy document should be submitted. **Late submissions will not be accepted.**
6. All documents submitted should be in English.
7. From the date that the submission is opened to the time the Contract is awarded, the Consultants should not contact the Client on any matter related to their submission. Any effort by Consultants to influence the Client in the examination, evaluation, ranking of Curriculum Vitae, and recommendation for award of Contract may result in the rejection of the Consultants' submissions.
8. The evaluation committee, appointed by the Client, evaluates the CVs based on their responsiveness to the Terms of Reference.
9. Individuals may request clarifications of any of the attached documents up to (and including **three (3) working days** before the submission date; consequently, the deadline for clarification is **May 22, 2019**. Request for clarification must be via the eGP Portal [QR](#) via email to:  
**Email address:** [procurement@transformation.gov.jm](mailto:procurement@transformation.gov.jm)  
**Email Subject:** TIU/2019/CPFSA/QCNI-001 – ICT Strategy Consultant

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10. The Client will post clarification responses on the eGP website ([www.gojep.gov.jm](http://www.gojep.gov.jm)) and <http://www.mof.gov.jm>. The response will include an explanation of the query (without identifying the source of inquiry).
  11. At any time before the submission of curriculum vitae, the Client may, for any reason, whether at its own initiative or in response to a clarification requested by an invited individual, amend the attached documents. Any amendment shall be issued in writing through addenda and posted on its website. Addenda shall also be sent by facsimile or Email to all individuals who indicated their intention to submit curriculum vitae and will be binding on them. The Client may at its discretion extend the deadline for the submission of curriculum vitae.
  12. Information relating to the examination, evaluation, comparison, and post qualification of submission, and recommendation of contract award, shall not be disclosed to consultants or any other persons not officially concerned with such process until publication of the Contract Award. Any effort by a consultant to influence the Purchaser in the examination, evaluation, comparison, and post qualification of the submissions or contract award decisions may result in the rejection of its submission. Notwithstanding, from the time of opening to the time of Contract Award, if any Consultant wishes to contact the Purchaser on any matter related to the process, it should do so in writing.
  13. The Client reserves the right to terminate the procurement process and reject all submissions at any time prior to the award of contract, without thereby incurring any liability to the affected consultant on the ground of the Client's action. **The Client reserves the right to withdraw this invitation without providing reason(s) at any time before the deadline for submission of curriculum vitae.**
  14. Individuals will be required to submit a Tax Compliance Certificate (TCC) within fifteen (15) days of notification of award of contract.
  15. This ITC includes the following documents:
    - Optional Template for Consultant's Experience
    - Specimen of Standard Contract
    - Eligible Countries and Territories
    - Prohibited Practices

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## SECTION 2: TERMS OF REFERENCE

### 1.0 SERVICES REQUIRED

The Government of Jamaica (GOJ), represented by the Transformation Implementation Unit (TIU) seeks to retain the services of a consultant to develop and design a strategy for the acquisition, security, maintenance and effective use of Information Communication Technology (ICT) to enable and support the efficient delivery of care by the Child Protection and Family Services Agency (CPFSA). The consultant will deliver the ICT strategy for the CPFSA so designed to guide current use and provide a roadmap for future acquisition and use.

### BACKGROUND

The Government of Jamaica (GOJ) outlined a policy for Public Sector Transformation and announced the establishment of the Public Sector Transformation Implementation Unit (TIU) in January 2017 to spearhead implementation. The vision of a transformed public sector is a modern public service that is fair, values people, and delivers high quality services consistently.

The transformation programme, a six year programme, is being funded by the Inter-American Development Bank (IDB) and aims to address quality, cost, and efficiency of public services in Jamaica. The programme is being executed by the Ministry of Finance and the Public Service and has two main components: (1) Enhancing Quality of Public Services; and (2) Enhancing Efficiency in Public Spending.

The programme focuses on five critical areas of service delivery in the first phase. These include: (i) the introduction of shared corporate services (SCS) in seven operational areas; (ii) wage bill management to reduce the wage bill to GDP ratio to nine percent; (iii) human resource management (HRM) transformation; (iv) public sector efficiency and ICT; and (v) rationalisation of public bodies.

The challenges being addressed are: (i) the underutilization of Information and Communication Technologies (ICT) across the public sector; (ii) cumbersome processes to access public services; (iii) a relatively large and expensive workforce; (iv) too many public bodies in existence and lack of adherence to the accountability framework; and (v) limited capacity to implement public sector reform initiatives. Consequently, funding has been set aside for the execution of project activities for the Child Protection and Family Services Agency (CPFSA) to enable the entity to deliver effective and efficient services to children and their families through an information and communication technologies (ICT) infrastructure. The project is multi-faceted in nature and will impact on the human, infrastructural and technical capacities of the Agency to deliver care and protection that is effective, efficient and coordinated.

Established in 2004 as the Child Development Agency i as an Executive Agency under the Ministry of Education, Youth and Information, the Agency was renamed The Child Protection and Family Services Agency in November 2017 and represents an amalgamation of the then Child Development Agency (CDA) and the Office of the Children's Registry (OCR).

The Agency's vision is that "Jamaica's children achieve their full potential in nurturing environments and with full access to developmental and social services; supported by the CPFSA, a collaborative, child-rights centred, results driven, and technology enabled employer of choice". Its mission is to "Contribute to the well-being of Jamaica's children by supporting those in need of care and protection, through family empowerment, collaborating with service partners and regulating alternative child services" and its mantra is "Protecting

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Children, Empowering Families, Securing the Future”. The Vision, Mission and Mantra will be used to galvanize support internally and externally.

The CPFSA is governed by the Child Care and Protection Act (CCPA) and provides care to children deemed in need of care and protection by the Courts, and for those awaiting the outcome of court proceedings. The CPFSA through the National Children’s Registry (NCR), receives child abuse reports and makes references to internal and external parties for action as well as mobilizing the national response to the issue of missing children. Its work also entails the investigation of child abuse reports and provision of needs-based intervention for these children and their families. The agency regulates and monitors the delivery of care through the provision of alternate care spaces. Additionally, the CPFSA administers programmes and initiatives, designed to provide a stable and nurturing living environment for children.

There are 54 Child Care Facilities island-wide, nine (9) of which are managed and operated by the Government of Jamaica. Over the years, the agency has placed greater emphasis on the programme Living in a Family Environment (L.I.F.E), as an alternative to residential care. LIFE Programmes enable children to live in familial settings even as they are in the care of the State.

Initiatives such as the Children and Family Support Unit (CFSU), established in the CPFSA’s regional offices and the Multi-Agency partnership with agencies such as the Centre for the Investigation of Sexual Offences and Child Abuse (C.I.S.O.C.A), National Children’s Registry (NCR) and the Ministry of Justice’s Victim Support Division, are helping to keep children out of State care, through counselling and other interventions to families and abuse victims. The Multi-Agency partnership also enables children to be interviewed and counselled in a sensitive atmosphere and in a manner geared towards reducing re-victimization.

The Agency’s staff members are spread across our Corporate Office located in Kingston, four (4) regional offices and 13 parish offices as well as our child care facilities. CPFSA remains committed to the mission of empowering children to achieve their highest potential and supporting families as part of nation building.

The CPFSA project being implemented within the TIU/IDB transformation programme, is in alignment with the Jamaica’s National Development Plan, the Medium-Term Socio-Economic Framework, the Sustainable Development Goals and the Millennium Development goals as well as the overall vision and mission of the CPFSA

## 1.1 SUMMARY OBJECTIVES

The development and implementation of an effective ICT Strategy is a key contributor to the organization achieving its mandate. The overarching project objective is to “Achieve by 2023, the expansion of the CPFSA’s ICT infrastructure to boost its ability to have readily available, accurate and up-to-date information on children and families served to drastically improve efficiencies and to enable robust and coordinated services that contribute to the well-being of children and families.” An ICT strategy is essential in guiding the attainment of this objective in a manner that is co-ordinated and aligned to the strategic and operational objectives of the CPFSA.

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The Information and Communication Technologies (ICT) Strategy is to enable the CPFSA to leverage information technology to advance its mission ; to help achieve the goals identified in the organisation’s medium term Corporate Strategic Plan ;and to shape the future direction of the organisation underpinned by the use of information technology. This will result in an organization that is enabled and driven by technology. In developing the ICT strategy, the consultant is expected to deliver the ICT strategy as a product of, inter alia, the culmination of an in-depth process involving strategic thinking, understanding of existing systems and architecture, research on ICT unique to the nature of the organisation’s business; and deep stakeholder consultations. The strategy should clearly set out the technology needs, the level of investment required taking into account the funding of the CPFSA and demonstrated how such an investment will empower our abilities to leverage the secure and efficient sharing of data with key partners.

## **2.0 ROLE SUMMARY**

The Consultant will develop an ICT Strategy which must include a robust implementation plan and a funding/investment model. The strategy should outline relevant technologies and their application in the context of the CPFSA’s mandate and the goals of the Public Sector Transformation Programme/CPFSA’s project. It is expected that the strategy will clearly align technology with the organisation’s goals and the goals of the Public Sector Transformation Programme/CPFSA project which are to modernize by 20123 the ICT systems across the CPFSA’s network of offices and key partners to enable real time access, accurate and up-to-date information to guide decision making and support the effective and efficient delivery of service. The strategy must alsodocument current and future roadmaps and provide a disaster and recovery plan

## **3.0 SCOPE OF WORK**

The consultant will be required to perform the following tasks:

1. Develop a work plan outlining the methodology to be used to arrive at the ICT Strategy, including an implementation schedule that outlines all major milestones, risk factors and mechanisms for managing change and receive approval.
2. Assess the CPFSA’s current ICT and related processes (manual and automated) with emphasis on the system design, fitness for use and purpose, scalability, security, and maintainability and recommend improvements, optimization, integration and or interfacing of current and or new technologies.
  - a. Identify gaps or inefficiencies and identify solutions to addressing them.
3. Carry out an ICT needs assessment and define priorities for the next three to five years. The assessment must among other things identify human capital needs to include ICT training needs, constraints and limitations, domain/industry successes and lessons learnt along with practical solutions.
4. Assess the inventory and life expectancy of current ICT systems and infrastructure.
5. Ensure that all recommendations consider the CPFSA’s current position and business environment and are aligned to its corporate strategy, with focus on: (i) the organization, structure, mission and vision; (ii) the operating environment which includes, key stakeholders, customers, services provided at each point of contact along the continuum of services, and (iii) the existing technology, architecture, systems and application software, telecommunication, etc. and the goals of the Public Sector Transformation/CPFSA project goals as stated in the role summary.
6. Identify the technical structure, capabilities, and competencies that the CPFSA will need to support its business priorities and model moving forward and recommend institutional capacity building/strengthening in support of the Agency’s ICT Strategic direction.
7. Conduct a stakeholder analysis and mapping of need to support the strategy.

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8. Consult with the legal team of the Ministry of Education/CPFSA to identify and determine the legal and regulatory requirements needed to support the ICT strategy (where necessary).
  9. Study the possible ICT solutions available in the marketplace which could serve to increase the efficiency and effectiveness of all the services that are provided by the CPFSA to external and internal clients and use the information to chart a way forward in the ICT Strategy.
  10. Propose solutions (where necessary) along with the estimated cost to address the identified gap in sourcing, building and implementing the desired information and communication technologies systems.
  11. Organize and lead workshops for introduction and validation of the content of the ICT Strategy.
  12. Provide the technical specifications to be used in the procuring, configuring and implementing of the elements of the ICT Strategy (where necessary) and develop the requirements/scope of work/terms of reference guidelines for the supplier(s) that will implement the various components of the ICT Strategy. The requirements shall comply with the IDB and GOJ Procurement Guidelines.
  13. Develop an ICT governance and accountability framework that includes; (i) the transparency of operations, (ii) establishing effective risk management, (iii) business continuity, resilience and internal control systems, (iv) proper management and a clearly defined strategy to guide the implementation of new ICT systems and infrastructures, (v) a robust monitoring and evaluation framework and systems of performance indicators, and (vi) an ICT sustainability strategy.
  14. Propose a sustainable funding/investment model for the acquisition and maintenance of technology in accordance with the proposed strategy.
  15. Introduce new technologies and approaches that can be applied to improve information sharing and communication with key partners and stakeholders such as private residential sector homes, police, justice system, children's advocate, children / family courts among others.
  16. Provide an implementation plan for the ICT strategy that includes the estimated cost, resources and schedule along with key milestones that are aligned to the organisation's strategic plan.
  17. Create policies and guidelines for managing the system(s) and for ensuring that there is an integration plan to support in-house interfaces of all key software and prescribe a work flow model congruent with the child protection service model.
  18. Decide on key metrics and KPIs to monitor existing and new technology over time consulting and coordinating with the Government's ICt Authority (eGov) where necessary.

#### **4.0 APPROACH AND METHODOLOGY**

In the response, bidders are required to present the concise approach that will be employed in executing this engagement. The bidder should explain their understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach. A proposed work-plan with the main activities of the assignment, their content and duration, phasing and interrelations, milestones should be presented.

The maximum length for the proposed approach is 6 pages, single spaced, additional material can be annexed.

#### **5.0 DELIVERABLES**

The following deliverables are required by CPFSA. Deadlines for each deliverable should be included within the proposal and will be reviewed and finalized by CPFSA at the beginning of the assignment. The deliverables are listed below:



Ref	Key Deliverables	Description	Acceptance Criteria	% of Contract Price
1.	Methodology and Work Plan	A Work Plan that will guide the work of the consultant throughout the contracted period	<ul style="list-style-type: none"> <li>• A document with content covering: <ul style="list-style-type: none"> <li>○ Strategies</li> <li>○ Methodologies</li> <li>○ Tasks</li> <li>○ execution schedule</li> <li>○ resources, etc.</li> </ul> </li> <li>• Signoff from CPFSA's Director of Policy Planning and Evaluation</li> </ul>	8%
2.	ICT Gap analysis	A report on the ICT Gaps discovered.	<ul style="list-style-type: none"> <li>• A document which includes: <ul style="list-style-type: none"> <li>○ ICT shortfall per service area</li> <li>○ ICT Misfits</li> <li>○ Obsolescence</li> </ul> </li> <li>• Signoff from CPFSA's Director of HRM and Admin</li> </ul>	10%
3.	A schedule of technologies and resources	A list of technologies and resources required to bridge the gaps identified and to improve information sharing and communication.	<ul style="list-style-type: none"> <li>• A document listing the technologies and resources needed. It must include: <ul style="list-style-type: none"> <li>○ Benefits</li> <li>○ Recommended licenses (number and type)</li> <li>○ Skill set</li> </ul> </li> <li>• Signoff from CPFSA's Director of HRM and Admin</li> </ul>	10%
4.	Strategic plan	A comprehensive ICT Strategy that is aligned to the corporate strategy	<ul style="list-style-type: none"> <li>• A document that include: <ul style="list-style-type: none"> <li>○ ICT mission statement</li> <li>○ ICT structure, capabilities and competencies</li> <li>○ Legal and regulatory framework required for data sharing among key stakeholders</li> <li>○ ICT governance and accountability framework as per item 12 of the scope</li> <li>○ SWOT analysis</li> </ul> </li> <li>• Signoff from CPFSA's CEO</li> </ul>	40%
5.	Implementation Plan	A set of steps to be followed to implement the ICT strategy	<ul style="list-style-type: none"> <li>• A document that outlines the steps, cost, resources and schedule that need to be followed to implement the strategy.</li> <li>• A document that outlines a sustainable funding/investment model for the acquisition and maintenance of technology</li> </ul>	15%

Ref	Key Deliverables	Description	Acceptance Criteria	% of Contract Price
6.	Policies and guidelines	Policies and guidelines to govern the use, maintenance and acquisition of ICT	<ul style="list-style-type: none"> <li>An ICT Policy</li> <li>A Data governance policy to include risks and sanctions</li> <li>Guidelines for acquisitions, maintenance/upgrading and disposal</li> <li>Signoff from CPFSA's Director of HRM and Admin</li> </ul>	15%
7.	Presentations	Workshops to present the strategy	<ul style="list-style-type: none"> <li>One (1) workshop to present the strategy to the CPFSA managers and executives</li> <li>One (1) workshop to present the strategy to the CPFSA advisory board</li> <li>Signoff from CPFSA's Director of Policy Planning and Evaluation</li> </ul>	2%

## 6.0 SUPERVISION

The consultant's work will be supervised by the Project Manager, CPFSA.

## 7.0 CHARACTERISTICS OF THE ASSIGNMENT

**Reporting Relationships:** The consultant will report directly to the Project Manager, CPFSA. All deliverables and/or reports will be reviewed by the Project Manager and approved as per acceptance criteria.

**Nature of the Assignment:** The assignment is on purely contractual basis. The contract will be for nine (9) months.

**Level of effort:** Full time level of effort, Monday through Friday, operating normally within a professional office environment. Some weekend or evening hours may be necessary. This role routinely uses standard office equipment such as computers, phones, photocopiers, filing cabinets and fax machines.

**Duration of contract:** Nine months (9)

**Location:** Kingston, Jamaica | Travel may be required to other Government entities within and outside the Kingston Metropolitan Area.

**Type of Consultancy:** Individual

**Type of contract:** Lump-sum payments based on scheduled deliverables.

## 8.0 MINIMUM QUALIFICATION AND EXPERIENCE

The incumbent must meet the minimum required qualifications as detailed below or based on equivalency. Equivalency decisions are made based on a combination of education and experience that would provide the required knowledge and abilities.

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## 8.1 EDUCATION

- Bachelor's Degree in Computer Science, Systems Engineering or other related IT discipline, or demonstrated experience in informatics, engineering, strategic planning or related field;
- Recognized ICT & Project Management Certifications will be an added advantage.

## 8.2 EXPERIENCE

- Ten (10) years professional experience in providing ICT consultancy services,
- At least five (5) years of consultancy experience in similar assignment with hands on experience in ICT modernization initiatives and working with information and communication technologies systems both in private and public sector.
- At least two (2) years of experience in ICT Infrastructure Design.
- At least two (2) years of experience in ICT policy and guidelines development underpinned by ITIL or COBIT standards or similarly recognized international standards.
- At least two (2) years of experience in developing ICT strategy for geographically dispersed organisations that have branches in at least 4 locations.
- At least two (2) years of experience working with senior officials and conducting senior level consultations.
- Proven track record of managing and working effectively within multi-disciplinary teams.

## 8.3 REQUIRED COMPETENCIES

- Excellent knowledge of Business Process Engineering/Analysis
- Excellent knowledge of project management principles.
- Excellent knowledge of Public Sector Regulations.
- Knowledge of development issues facing Jamaica or other developing countries particularly related to Information and Communication Technologies.
- Ability to cope well under pressured working conditions and to meet deadlines.
- Excellent analytical and judgment skills.
- Excellent planning and organizing skills.
- Excellent strategic leadership and management skills;
- Sound analytical and strategic thinking;
- Excellent negotiating and problem-solving skills;
- Excellent skills in financial options and scenario analysis for decision making;
- Ability to identify and evaluate alternative business solutions and strategies;
- Strong customer orientation skills;
- Experience in working with international development cooperation agencies;
- Ability to manage and work in a multi-cultural environment and in a team.

## 8.4 DESIRED COMPETENCE

- Working knowledge and appreciation of human services systems and business models with preference in child development and protection services;

## SECTION 3: STANDARD FORMS

### ATTACHMENT #1: OPTIONAL CONSULTANT'S EXPERIENCE FORM

*[Using the format below, provide information on each assignment for which you or the firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment.]*

Assignment name:	Approx. value of the contract (in current US\$ or Euro):
Country: Location within country:	Duration of assignment (months):
Name of Procuring Entity:	Total N <sup>o</sup> of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro):
Start date (month/year): Completion date (month/year):	N <sup>o</sup> of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

Individual's Name: \_\_\_\_\_

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## ATTACHMENT #2: SAMPLE CONTRACT FOR CONSULTING SERVICES

### LUMP-SUM PAYMENTS (IADB FINANCED)

#### CONTRACT

THIS CONTRACT (“Contract”) is entered into this *[insert starting date of assignment]*, by and between *[insert Client’s name]* (“the Client”) having its principal place of business at *[insert Client’s address]*, and *[insert Consultant’s name]* (“the Consultant”) having its principal office located at *[insert Consultant’s address]*.

#### WHEREAS

- (a) the Client has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the “Services”);
- (b) the Consultant, having represented to the Client that it has the required professional skills, and personnel and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;
- (c) the Client has received [or has requested] financing from the Inter-American Development Bank (hereinafter called the “Bank”) towards the cost of the Services and intends to apply a portion of the proceeds of this financing to eligible payments under this Contract, it being understood (i) that payments by the Bank will be made only at the request of the Client and upon approval by the Bank, (ii) that such payments will be subject, in all respects, to the terms and conditions of the Loan Contract [or Technical Cooperation Agreement], and (iii) that no party other than the Client shall derive any rights from the Loan Contract [or Technical Cooperation Agreement] or have any claim to the proceeds of the financing.

NOW THEREFORE THE PARTIES hereby agree as follows:

- 1. Services**
  - (i) The Consultant shall perform the services specified in Annex A, “Terms of Reference and Scope of Services,” which is made an integral part of this Contract (“the Services”).
  - (ii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex B, “Consultant’s Reporting Obligations.”
- 2. Term**

The Consultant shall perform the Services during the period commencing *[insert starting date]* and continuing through *[insert completion date]*, or any other period as may be subsequently agreed by the parties in writing.

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**3. Payment**

A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed US\$19,500.00. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

B. Schedule of Payments

The schedule of payments is specified below:

<b>Deliverable</b>	<b>Payment %</b>
1. <Details to be pulled from TOR>	
2. Etc.	
3.	

C. Payment Conditions

Payment shall be made in Jamaican Dollars (JMD), no later than 30 days following submission by the Consultant, and approval by the Client, of invoices in duplicate and the respective deliverables as established in Annex B.

**4. Project Administration**

A. Coordinator.

The Client designates Mr./Ms. *[insert name]* as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables on behalf of the Client and for receiving and approving invoices for the payment.

B. Reports.

The reports listed in Annex B, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

**5. Performance Standards**

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. In the event any work performed or any report or document prepared by the Consultant is considered unsatisfactory by the Client, the Client will so notify the Consultant in writing specifying the problem. The Consultant will have a period of fifteen (15) working days from the date of receipt of the notification, to remedy or correct the problem. The Client shall have a reasonable period from the date of delivery of any report or document by the Consultant, to analyze same, make comments, require revisions and/or corrections, or to accept it.

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6. **Relation between the parties** None of the provisions of this Contract shall be interpreted as establishing or creating an employer and employee relationship between the parties, their representatives and employees. It is understood that the legal status of the Consultant and of any person who provides services as a result of this Contract is simply that of an independent contractor.
7. **Confidentiality** The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.
8. **Ownership of Material** Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software<sup>1</sup>.
9. **Insurance** The Consultant will be responsible for taking out any appropriate insurance coverage.
10. **Assignment** The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.
11. **Law Governing Contract and Language** The Contract shall be governed by the laws of the [*insert Client's country*], and the language of the Contract shall be English.
12. **Dispute Resolution** Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Client's country.
13. **Eligibility** (a) The Consultant shall have the nationality of a Bank's member country. A Consultant shall be deemed to have the nationality of a country if he/she complies with the following requirements:  
**An individual** is considered to be a national of a member country of the Bank if he or she meets either of the following requirements:
- (i) is a citizen of a member country; or
  - (ii) has established his/her domicile in a member country as a "bona fide" resident and is legally entitled to work in the country of domicile.

In the case that the Consulting Services Contract includes the supplying of goods and related services, all such goods and related services shall have as their origin any member country of the Bank. Goods have their origin in a member country of the Bank if they have been mined, grown, harvested, or produced in a member country of the Bank. A good has been produced when through manufacture, processing or assembly another commercially recognized article results that differ substantially in its basic characteristics, function or purpose of utility from its parts or components. For a good consisting of several individual

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<sup>1</sup> Restrictions about the future use of these documents and software, if any, shall be specified at the end of paragraph 8

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components that need to be interconnected (either by the supplier, the purchaser or by a third party) to make the good operative and regardless of the complexity of the interconnection, the Bank considers that such good is eligible for financing if the assembly of the components took place in a member country, regardless of the origin of the components. When the good is a set of several individual goods that are normally packaged and sold commercially as a single unit, the good is considered to originate in the country where the set was packaged and shipped to the purchaser. For purpose of origin, goods labelled "made in the European Union" shall be eligible without the need to identify the corresponding specific country of the European Union. The origin of materials, parts or components of the goods or the nationality of the firm that produces, assembles, distributes or sells the goods, does not determine the origin of the goods.

The Consultant shall submit the form "Suppliers' Certificate" (Appendix C), included as part of the Contract Forms, declaring that the goods and related services have as their origin a member country of the Bank. The submission of this form to the Client shall be a condition for receiving payment. The Client reserves the right to require any additional information from the Consultant to verify that the goods and related services have as their origin a member country of the Bank.

(b) The Consultant declares that he/she is not part of the regular or temporary staff of the institution or company which is the beneficiary of the Services or has belonged to such institution or company within the six months prior to one of the following dates: (i) that of the presentation of the application for the loan or technical cooperation to the Bank; or (ii) that of the selection of the Consultant. The Consultant declares that he/she has not been a member of the staff of the Bank during the last two years with direct participation in the operation to which the hiring of these consulting services is related.

#### **14. Conflict of Interest**

The Consultant:

- (a) Represents and warrants that he/she individually, or as a member of a firm, has not been previously contracted by the Client to supply goods or execute works or provide services (other than the Services) for a project that has originated the Services or is closely related to them.
- (b) Agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.
- (c) Agrees that, during the term of this Contract not to enter into any other contract for the provision of services that, by its nature, may be in conflict with the Services assigned to the Consultant.
- (d) Represents and warrants that he/she does not have a business or family relationship with a member of the Client's staff (or of the beneficiary or Borrower of a loan) who are directly or indirectly involved in any part of: (i) the preparation of the TOR of the Contract, (ii) the selection process for such Contract, or (iii) supervision of such Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the execution of the Contract.



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## 15. Fraud and Corruption

The Bank requires that all Consultants (including their respective officers, employees and agents) observe the Bank's Policies for the Selection and Contracting of Consultants financed by the Bank. In particular, the Bank requires that all Consultants (including their respective officers, employees and agents) bidding for or participating in a Bank-financed project adhere to the highest ethical standards, and report to the Bank all suspected acts of fraud or corruption of which it has knowledge or becomes aware, during the Selection Process and throughout the negotiation or execution of a Contract. Fraud and corruption are prohibited<sup>5</sup>. The Bank shall also take action in the event of any deed or complaint involving alleged acts of fraud and corruption, in accordance with administrative procedures of the Bank.

## 16. Cancellation of the Contract

Without constituting a breach of contract by either party, the present contract may be cancelled for the following reasons: (a) agreement between both parties; and (b) force majeure that may disable the fulfilment of the obligations by of the parties, if written notice is sent fifteen days beforehand. In this event, the relationship will be settled and the Consultant paid for services rendered up to the date of submission of the written justification. In both cases, the Client will inform the Bank of the termination of the contract.

## 17. Amendments

The Legal Representative of the Client will be *[include the position of the Official]* or the person he or she delegates, for the purpose of the signature of the present Contract or of any modification in the terms of the same, that may be necessary. The Client will not be responsible for any additional cost incurred by the Consultant in case of modifications in the Terms of Reference of the present Contract, that have not been authorized by the legal representative of the Client. The Client shall obtain the Bank's no objection, prior to any modification of the Terms of Reference and the contractual clauses.

The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:

- (a) the Consultants shall carry out the Services in accordance with the provisions of the Contract; and
- (b) the Client shall make payments to the Consultants in accordance with the provisions of the Contract.

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<sup>5</sup> The Bank has established administrative procedures for cases of allegations of fraud and corruption within the procurement process or the execution of a contract financed by the Bank which are available on the Bank's website ([www.iadb.org](http://www.iadb.org)), as updated from time to time. To that effect any complaint shall be submitted to the Bank's Office of Institutional Integrity (OII) for the appropriate investigation. Allegations may be presented to the OII confidentially or anonymously.

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IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

FOR AND ON BEHALF OF **THE CLIENT:**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

***Witnessed by:***

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

FOR AND ON BEHALF OF **THE CONSULTANT:**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

***Witnessed by:***

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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### ATTACHMENT #3: ELIGIBILITY AND INTEGRITY CERTIFICATION

#### (APPLICABLE TO INDIVIDUAL CONSULTANTS' CONTRACTS – POLICIES FOR THE SELECTION AND CONTRACTING OF CONSULTANTS FINANCED BY INTER-AMERICAN DEVELOPMENT BANK)

(MUST INTEGRATE THE RESPECTIVE CONSULTING SERVICES AGREEMENT AS AN ANNEX)

In order to comply with the ELIGIBILITY and INTEGRITY REQUIREMENTS for my contracting, by the Inter-American Development Bank (hereinafter the Bank), as an international or national consultant in connection with a project (or program) financed by the Bank, I HEREBY CERTIFY THAT:

- 1) I am a citizen or a "bona fide" permanent resident of the following Bank member country: \_
- 2) I will hold only one full-time contract financed with Bank resources at any given time and should I hold more than one part-time contract financed with Bank resources at any given time, I will only charge a single project or program for the tasks I carry out in any given day.
- 3) If I was part of the Bank's staff within two years prior to the execution of this consulting services contract, I have not participated directly and principally in the operation to which this contract relates.
- 4) I will provide objective and impartial advice, and I confirm that I have no conflicts of interest in accepting this contract.
- 5) I have no working or family relationship with any member of the Borrower, Executing Agency, Contracting Agency or, in the case of a Technical Cooperation, the Project Beneficiary management or staff who may have been directly or indirectly involved in the: (i) preparation of Terms of reference (TOR) of this contract, (ii) the selection process or the supervision of this contract.
- 6) If I am a government official or public servant I hereby declare that: (i) I am on leave without pay during the execution period of this contract, (ii) I have not worked for the Borrower, Executing Agency, Contracting Agency or, in the case of a Technical Cooperation, the Beneficiary for the period of \_\_\_\_\_ (expressly specify the period) (days, months...) prior to such leave, and (iii) my hiring does not result in a conflict of interest as indicated in paragraph 1.9 of the Bank's Consultants Policy.
- 7) I will uphold the highest ethical standards, and will not incur in any of the Prohibited Practices set forth in the Bank's Consultants Policy, whose definition I hereby acknowledge. Moreover, I hereby declare that I have not been considered ineligible to participate in any contract financed by another international financial institution with whom the Bank has entered into agreements for the mutual recognition of sanctions (cross disbarment). Should the Bank determine, in accordance with its sanctions procedures, that I have engaged in any Prohibited Practice during the selection process or during the execution of this contract, the Bank may adopt one or more of the following measures:
  - (a) Issue a warning;
  - (b) Inform the Borrower, Executing Agency Contracting Agency or, in the case of a Technical Cooperation, the Beneficiary and/or the authorities responsible for enforcing the laws in the respective country, about the conclusions reached by the Bank as a result of its internal procedures in order to enable them to take the appropriate action;
  - (c) Object to my contract; and
  - (d) Consider me ineligible, either temporarily or permanently, to be contracted or subcontracted by an eligible third party if my fees will be financed with Bank resources or with funds administered by the Bank.

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**I UNDERSTAND THAT ANY FALSE OR MISLEADING INFORMATION I MAY HAVE PROVIDED IN CONNECTION WITH THIS CERTIFICATION OR IN CONNECTION WITH THE BANK'S POLICIES WILL RENDER THIS AGREEMENT NULL AND VOID, WILL ENTITLE THE BANK TO ADOPT THE MEASURES IT DEEMS PERTINENT IN ACCORDANCE WITH ITS POLICIES AND REGULATIONS, INCLUDING SANCTIONS AND WILL NOT ENTITLE ME TO ANY INDEMNIFICATION OR TO ANY OTHER FORM OF COMPENSATION.**

Signature: \_\_\_\_\_ Name: \_\_\_\_\_ Date: \_\_\_\_\_

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## SECTION 4: ELIGIBILITY AND PROHIBITED PRACTICES

### ATTACHMENT #4: ELIGIBLE COUNTRIES/TERRITORIES

A Consultant, and all parties constituting the Consultant, shall be nationals of member countries of the Bank. Consultants from other countries shall be disqualified from participating in contracts intended to be financed in whole or in part from Bank loans. This section lists the Bank's member countries, as well as the criteria to determine the nationality of Consultants and the country of origin of goods and consulting services.

Eligible countries are:

Argentina, Austria, Bahamas, Barbados, Belgium, Belize, Bolivia, Brazil, Canada, Colombia, Costa Rica, Chile, Croatia, Denmark, Dominican Republic, Ecuador, El Salvador, Finland, France, Germany, Guatemala, Guyana, Haiti, Honduras, Israel, Italy, Jamaica, Japan, Mexico, Netherlands, Nicaragua, Norway, Panama, Paraguay, People's Republic of China, Peru, Portugal, Republic of Korea, Slovenia, Spain, Suriname, Sweden, Switzerland, Trinidad & Tobago, United Kingdom, and United States, Uruguay and Venezuela.

Eligible Territories are:

- a) Guadeloupe, French Guiana, Martinique, Reunion – as Departments of France;
- b) U.S. Virgin Islands, Puerto Rico, Guam – as Territories of the USA;
- c) Aruba – as a constituent country of the Kingdom of the Netherlands; and Bonaire, Curacao, Saint Marten, Saba, St Eustatius – as Departments of the Kingdom of the Netherlands;
- d) Hong Kong – as a Special Administrative Region of the People's Republic of China.

### 2) NATIONALITY AND ORIGIN OF GOODS AND SERVICES CRITERIA

The policy provisions make it necessary to establish criteria to determine: a) the nationality of the firms and individuals eligible to bid or participate in a bank-financed contract and b) the country of origin of goods and services. For these determinations, the following criteria shall be used:

#### **A) Nationality.**

- a) **An individual** is considered to be a national of a member country of the Bank if he or she meets either of the following requirements:
  - i. is a citizen of a member country; or
  - ii. has established his/her domicile in a member country as a “bona fide” resident and is legally entitled to work in the country of domicile.
  
- b) **A firm** is considered to have the nationality of a member country if it meets the two following requirements:
  - i. is legally constituted or incorporated under the laws of a member country of the Bank; and
  - ii. more than fifty percent (50%) of the firm's capital is owned by individuals or firms from member countries of the Bank.

All members of a JVCA and all subcontractors must meet the nationality criteria set forth above.

#### **B) Origin of Goods**

Goods have their origin in a member country of the Bank if they have been mined, grown, harvested, or produced in a member country of the Bank. A good has been produced when through manufacture, processing

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or assembly another commercially recognized article results that differs substantially in its basic characteristics, function or purpose of utility from its parts or components.

For a good consisting of several individual components that need to be interconnected (either by the supplier, the purchaser or by a third party) to make the good operative and regardless of the complexity of the interconnection, the Bank considers that such good is eligible for financing if the assembly of the components took place in a member country, regardless of the origin of the components. When the good is a set of several individual goods that are normally packaged and sold commercially as a single unit, the good is considered to originate in the country where the set was packaged and shipped to the purchaser.

For purpose of origin, goods labelled “made in the European Union” shall be eligible without the need to identify the corresponding specific country of the European Union.

The origin of materials, parts or components of the goods or the nationality of the firm that produces, assembles, distributes or sells the goods, does not determine the origin of the goods.

### **C) Origin of Services**

The country of origin of services is that of the individual or firm providing the services as determined under the nationality criteria set forth above. These criteria apply to services ancillary to the supply of goods (such as transportation, insurance, erection, assembly, etc.), to construction services and to consulting services.

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## ATTACHMENT #5: PROHIBITED PRACTICES

1. The Bank requires that all Borrowers (including grant beneficiaries), Executing Agencies and Contracting Agencies as well as all firms, entities and individuals bidding for or participating in a Bank-financed activity including, inter alia, applicants, bidders, suppliers, contractors, consultants, personnel, sub-contractors, sub-consultants, service providers and concessionaires (including their respective officers, employees and agents irrespective of whether the agency is express or implied), adhere to the highest ethical standards, and report to the Bank<sup>2</sup> all suspected acts of Prohibited Practices of which they have knowledge or become aware both, during the bidding process and throughout negotiation or execution of a contract. Prohibited Practices include acts of: (i) corrupt practices, (ii) fraudulent practices, (iii) coercive practices, and (iv) collusive practices and (v) obstructive practices. The Bank has established mechanisms to report allegations of Prohibited Practices. Any allegation shall be submitted to the Bank's Office of Institutional Integrity (OII) for the appropriate investigation. The Bank has also adopted sanctions procedures to adjudicate cases. The Bank has also entered into agreements with other International Financial Institutions (IFIs) to mutually recognize sanctions imposed by their respective sanctioning bodies.
  - (a) The Bank defines, for the purposes of this provision, the terms set forth below:
    - (i) A "corrupt practice" which is the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party;
    - (ii) A "fraudulent practice" is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
    - (iii) A "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
    - (iv) A "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party; and
    - (v) An "obstructive practice" which is:
      - a. deliberately destroying, falsifying, altering or concealing evidence material to the investigation or making false statements to investigators in order to materially impede a Bank Group investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
      - b. acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 1 (f) below.
  - (b) If, in accordance with the Sanctions Procedures of the Bank, it is determined that at any stage of the procurement or implementation of a contract any firm, entity or individual bidding for or participating in a Bank-financed activity including, inter alia, applicants, bidders, suppliers, contractors, consultants, personnel, sub-contractors, sub-consultants, goods or service providers, concessionaires, Borrowers (including grant Beneficiaries) Executing Agencies or Contracting Agencies (including their respective officers, employees and agents irrespective of whether the agency is express or implied) engaged in a Prohibited Practice the Bank may:
    - (i) not finance any proposal to award a contract for works, goods or services, and consulting services;
    - (ii) suspend disbursement of the operation if it is determined at any stage that an employee, agent or representative of the Borrower, Executing Agency or Contracting Agency has engaged in a Prohibited Practice;
    - (iii) declare Misprocurement and cancel, and/or accelerate repayment of the portion of a loan or grant earmarked for a contract, when there is evidence that the representative of the Borrower, or

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<sup>2</sup> Information on how to present allegations of Prohibited Practices, the applicable rules regarding the investigation and sanctions process, and the agreement regulating the mutual recognition of sanctions among the IFIs are available on the Bank's website ([www.iadb.org/integrity](http://www.iadb.org/integrity)).

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- Beneficiary of a grant, has not taken the adequate remedial measures (including, inter alia, providing adequate notice to the Bank upon learning of the Prohibited Practice) within a time period which the Bank considers reasonable;
- (iv) issue the firm, entity or individual a reprimand in the form of a formal letter of censure for its behaviour;
  - (v) declare that a firm, entity, or individual is ineligible, either permanently or for a stated period of time, to (i) be awarded a contract or participate in activities financed by the Bank; and (ii) be nominated<sup>3</sup> sub-consultant, sub-contractor, supplier or service provider of an otherwise eligible firm being awarded a Bank-financed contract;
  - (vi) refer the matter to appropriate law enforcement authorities; and/or
  - (vii) impose other sanctions that it deems to be appropriate under the circumstances, including the imposition of fines representing reimbursement of the Bank for costs associated with investigations and proceedings. Such other sanctions may be imposed in addition to or in lieu of the sanctions referred above.
- (c) The provisions of sub-paragraphs 1 (b) (i) and (ii) shall also be applicable when such parties have been temporarily suspended from eligibility to be awarded additional contracts pending a final outcome of a sanction proceeding, or otherwise.
  - (d) The imposition of any action to be taken by the Bank pursuant to the provisions referred to above will be public.
  - (e) In addition, any firm, entity or individual bidding for or participating in a Bank-financed activity including, inter alia, applicants, bidders, suppliers, contractors, consultants, personnel, sub-contractors, sub-consultants, service providers, concessionaires, Borrowers (including grant Beneficiaries), Executing Agencies or Contracting Agencies (including their respective officers, employees, and agents, irrespective of whether the agency is express or implied) may be subject to sanctions pursuant to agreements that the Bank may have with other International Financial Institutions (IFIs) regarding the mutual enforcement of debarment decisions. For purposes of this paragraph the term “sanction” shall mean any debarment, conditions on future contracting or any publicly-disclosed action taken in response to a violation of an IFI’s applicable framework for addressing allegations of Prohibited Practices.
  - (f) The Bank requires that all applicants, bidders, suppliers, and their agents, contractors, consultants, personnel, sub-contractors, service providers and concessionaires permit the Bank to inspect any and all accounts, records and other documents relating to the submission of bids and contract performance as well as to have them audited by auditors appointed by the Bank. Applicants, bidders, suppliers, and their agents, contractors, consultants, sub-contractors, sub-consultants, service providers and concessionaires shall fully assist the Bank with its investigation. The Bank also requires that all applicants, bidders, suppliers, and their agents, contractors, consultants, personnel, sub-contractors, sub-consultants, service providers and concessionaires: (i) maintain all documents and records related to the Bank-financed activities for seven (7) years after completion of the work contemplated in the relevant contract; and (ii) deliver any document necessary for the investigation of allegations of Prohibited Practices and make available employees or agents of the applicants, bidders, suppliers and their agents, contractors, consultants, personnel, sub-contractors, sub-consultants, service providers or concessionaires with knowledge of the Bank-financed activities to respond to questions from Bank personnel or any properly designated investigator, agent, auditor or consultant relating to the investigation. If the applicant, bidder, supplier and its agent, contractor, consultant, personnel, sub-contractor, sub-consultant, service provider or concessionaire fails to cooperate and/or comply with the Bank’s request, or otherwise obstructs the investigation, the Bank, in its sole discretion, may take

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<sup>3</sup> A nominated sub-consultant, sub-contractor, supplier, or service provider (different names are used depending on the particular bidding document) is one which has either been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.



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appropriate action against the applicant bidder, supplier and its agent, contractor, consultant, personnel, sub-contractor, service provider or concessionaire.

- (g) If the Borrowers procures goods or services, works or consulting services directly from a specialized agency, all provisions under Section VI regarding sanctions and Prohibited Practices shall apply in their entirety to applicants, bidders, suppliers and their agents, contractors, consultants, personnel, sub-contractors, sub-consultants, service providers, and concessionaires, (including their respective officers, employees, and agents, irrespective of whether the agency is express or implied), or to any other entities that signed contracts with such specialized agency to supply such goods, works, or non-consulting services in connection with the Bank-financed activities. The Bank will retain the right to require the Borrower to invoke remedies such as contract suspension or termination. Specialized agencies shall consult the Bank's list of firms and individuals suspended or debarred. In the event a specialized agency signs a contract or purchase order with a firm or an individual suspended or debarred by the Bank, the Bank will not finance the related expenditures and will apply other remedies as appropriate.

2. By submitting bids Bidders represent and warrant:

- (a) that they have read and understood the Bank's definition of Prohibited Practices and the sanctions imposed in case Prohibited Practices take place and that they will comply with the rules applicable to those Practices and sanctions;
- (b) that they have not engaged in any Prohibited Practice as set forth herein;
- (c) that they have not misrepresented or concealed any material facts during the procurement or contract negotiation processes or during the performance of the contract;
- (d) that neither they nor their agents, personnel, sub-contractors, sub-consultants directors, officers or principal shareholders have been declared ineligible to be awarded a contract by the Bank or by another International Financial Institution (IFI) with which the Bank may have entered into an agreement for the mutual enforcement of sanctions or have been convicted of an offense involving a Prohibited Practice;
- (e) that none of their directors, officers or principal shareholders has been a director, officer or principal shareholder of any other company or entity that has been declared ineligible to be awarded a contract by the Bank or by another International Financial Institution (IFI) with which the Bank may have entered an agreement for the mutual enforcement of sanctions, or has been convicted of a crime involving a Prohibited Practice;
- (f) that all commissions, agents' fees, facilitating payments or revenue-sharing agreements related to the Bank-financed activities have been disclosed;
- (g) that they acknowledge that the breach of any of these representations may constitute a basis for the adoption by the Bank of one or more of the measures set forth in Clause 3.1 (b).