

Government of Jamaica



# REQUEST FOR CURRICULUM VITAE

Issued on: January 13, 2020

*Tender#*: TIU/2020/MYHR+/3CV-001

PROJECT NAME: GOJ Public Sector Transformation Programme | IADB JA-L1073 | 4374/OC-JA – Support to the Public Sector Transformation Programme

> TITLE OF CONSULTING SERVICES: COMMUNICATION SPECIALIST

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



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## SECTION 1: INSTRUCTIONS TO CONSULTANTS (ITC) TENDER#: TIU/2020/MYHR+/3CV-001

The Communication Specialist is responsible to provide expertise to assist the Transformation Implementation Unit in undertaking its programme of work. The specialist is required to assist in the implementation of a holistic communication strategy and plans to support the Transformation Programme.

- An individual will be selected using the **3CV** 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 National Competitive Bidding Procedures of the Government of Jamaica Public Procurement Act and accompanying regulations.
- 2. We kindly ask that your submission **must include**:
  - Curriculum Vitae;
  - Any other documents proving the Consultant's experience (sample optional form attached).
- All documents should be done in PDF format and submitted via email to: Email address: procurement@transformation.gov.jm Email subject: TIU/2020/MYHR+/3CV-001 – Communication Specialist
- 4. The deadline for receipt of your submission by the Procuring Entity is **January 23, 2020.**
- 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 on the basis of their responsiveness to the Terms of Reference.
- Individuals may request clarifications of any of the attached documents up to (and including) January 21,2020. Clarifications must be sent via email to:

**Email address:** <u>procurement@transformation.gov.jm</u> **Email subject:** TIU/2020/MYHR+/3CV-001 – Communication Specialist

- 10. The Client will post clarification responses on the websites <u>http://www.mof.gov.jm</u> & <u>www.publicsectortransformation.gov.jm</u>. 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

## **SECTION 2: TERMS OF REFERENCE**

#### 1.0 BACKGROUND

The Government of Jamaica (GOJ) outlined a policy for Public Sector Transformation including the establishment of the 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 is being funded by the Inter-American Development Bank (IDB) over six years 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 (MOFPS) 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 eight operational areas; (ii) compensation management; (iii) human resource management (HRM) transformation; (iv) public sector efficiency and ICT; and (v) rationalisation of public bodies.

The challenges to be 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.

#### 2.0 ROLE SUMMARY

The Commination Specialist is responsible to provide expertise to assist the Transformation Implementation Unit in undertaking its programme of work. The specialist is required to assist in the implementation of a holistic communication strategy and plans to support the Transformation Programme.

#### 3.0 SCOPE OF WORK

The Communication Specialist will be expected to:

- Assist with the implementation of the communication strategy and plans to support the transformation programme.
- Implement and monitor the social media plan
- Plan and manage events, launches, press conferences and interviews with journalists, including the development of briefing materials and press releases in coordination with Communication Lead.
- Manage the stakeholder engagement programme including taking a lead on mapping, making contact and maintaining appropriate levels of contact with stakeholders, and advising on and supporting colleagues to develop mutually beneficial relationships with key stakeholders.
- Manage the sourcing and contracting with external third parties for the production of communication materials and the delivery of communication services.

- Manage third party suppliers and maintain effective contract control. This may include negotiation and issue management with external agencies.
- Support the Transformation Project Managers and Consultants with their communication to ensure coherence across the GOJ landscape.
- Ensure that project risks, issues, changes, quality management and communication, are defined and maintained professionally.
- Manage assigned budget and resources.

#### 4.0 OTHER REQUIREMENTS

• Willingness to work beyond normal working hours and on weekends, whenever the need arises.

#### 5.0 DELIVERABLES

The deliverables under this project include but are not limited to the items defined below:

Key Deliverables	Performance Standard
Work plan in agreed format	Tasks and activities defined; task durations defined; resources defined; milestones defined; dependencies defined.
Updated Communication and Engagement plan for assigned projects.	Communication events and/or activities successfully delivered in accordance with plan.

#### 6.0 SUPERVISION

The Communication Specialist will report to the Communication Lead and will be required to submit monthly reports on the deliverables.

#### 7.0 CHARACTERISTICS OF THE ASSIGNMENT

Reporting Relationships:	The consultant will report to the Communications Lead. All deliverables and/or reports will be reviewed and approved by the Communications Lead.
Nature of the Assignment:	The assignment is on purely contractual basis. The contract will be for two (2) years in the first instance and may be considered for extension based on satisfactory performance.
Level of effort:	Full time level of effort, Monday through Friday, operating during normal and non-business hours on a regular basis as the position demands 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:	Twenty-Four (24) months.

Location:	Kingston, Jamaica   Travel may be required to other Government entities within and outside the Kingston Metropolitan Area for site visits, client and stakeholder meetings, and off-site personnel/ management.
Type of Consultancy:	Individual
Type of contract:	Payments made in equal monthly instalments based on the delivery of monthly reports

#### 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 on the basis of a combination of education and experience that would provide the required knowledge and abilities.

#### 8.1 EDUCATION

- First Degree in Communications, Public Relations, Journalism, International Relations or related field from a recognized University.
  - Advanced training e.g. masters, certification in relevant training, would be an asset.

#### 8.2 **EXPERIENCE**

- At least four (4) years' experience in communications, public relations or related field.
   Public sector communications would be an asset.
- Three (3) years media experience or close working relationship with the press.
- Must have a thorough understanding of issues regarding public sector transformation in Jamaica.
- Demonstrable capabilities in implementing effective communication strategies, advanced knowledge of communication principles and methodologies.
- Working knowledge of online public relations and marketing skills relating to blogging, and social networking tools.
  - Multimedia experience (online and offline) would be a plus.
- Proven track record of working effectively within multi-disciplinary teams.

#### **8.3 REQUIRED COMPETENCIES**

- A solid understanding of communication principles and approaches.
- Capability and proven experience in crafting messages in various formats (press releases, websites, success stories, blog entries, tweets, etc.) targeting a variety of audiences.
- Experience in social media management.
- Excellent communication skills oral and written.
- Able to work effectively at all levels in an organisation.
- Advanced planning and organisational skills and analytical skills.
- Strong interpersonal and relationship building skills.
- Ability to work effectively as a team player in a dynamic environment.
- Familiarity with project management approaches, tools and phases of the project lifecycle.
- Proficiency in using the Microsoft Office Suite of software.
- Superior attitude flexible and willing to undertake a wide variety of non-routine tasks.

### **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):	$N^{\underline{o}}$ 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:

#### 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	<ul> <li>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").</li> </ul>
		(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 <i>[insert starting date]</i> and continuing through <i>[insert completion date]</i> , or any other period as may be subsequently agreed by the parties in writing.

3. Payment	A. <u>C</u>	A. <u>Ceiling</u>		
		For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed <i>[insert amount]</i> . 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.		
	В.	Schedule of Payments		
		The schedule of payments is specified below: <sup>1</sup>		
		<i>[insert amount and currency]</i> upon the Client's receipt of a copy of this Contract signed by the Consultant;		
		<i>[insert amount and currency]</i> upon the Client's receipt of the draft report, acceptable to the Client; and		
		<i>[insert amount and currency]</i> upon the Client's receipt of the final report, acceptable to the Client.		
		[insert amount and currency] Total		
	C.	Payment Conditions		
		Payment shall be made in <i>[specify currency]</i> , 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 Administrat	A.	Coordinator.		
auninisti at		The Client designates Mr./Ms. <i>[insert name]</i> 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.		
	В.	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.		

<sup>&</sup>lt;sup>1</sup> Modify, in order to reflect the output required, as described in Annex B.

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.
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 [ <i>insert Client's country</i> ], 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.

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

13. Eligibility	<ul> <li>(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:</li> <li>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:         <ul> <li>(i) is a citizen of a member country; or</li> <li>(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.</li> </ul> </li> </ul>
	<ul> <li>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 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, does not determine the origin of the goods.</li> <li>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.</li> <li>(b) The Consultant declares that he/she is not part of the selvices or has belonged to such 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</li></ul>

14 Conflict of	The Consultant:	
14. Conflict of Interest	<ul> <li>The Consultant:</li> <li>(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.</li> <li>(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.</li> <li>(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.</li> <li>(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.</li> </ul>	
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	of 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.	

<sup>&</sup>lt;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 (<u>www.iadb.org</u>), 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.

17. Amendments	The Legal Representative of the Client will be <i>[include the position of the Official]</i> 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.
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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.

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:		
FOR AND ON BEHALF OF <b>THE CONSULTANT</b> :		
Name:	Title:	
Signature:	Date:	
Witnessed by:		
Name:	Title:	
Signature:	Date:	

#### 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 t 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.

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: