



EXPRESSION OF INTEREST FOR THE DEVELOPMENT OF THE KIIRA MOTOR'S JINJA INDUSTRIAL AND BUSINESS PARK

28 July 2020

**Cities and Infrastructure for Growth Uganda Programme is funded
with UK aid and implemented by Cardno International Development**

www.ugandacig.com



EXPRESSION OF INTEREST

The Uganda Cities and Infrastructure for Growth (CIG) programme, managed by Cardno International Development Ltd and funded by the UK's Department for International Development (DFID), is seeking for highly qualified and experienced companies to provide the following services at the KIIRA Motor's Jinja Industrial and Business Park, Uganda:

- 1) Feasibility Studies and Designs for Key Infrastructure and Social Amenities at the Kiira Vehicle Plant including: power substation; water and sanitation system; access and plant circulation roads; additional civil works; staff housing complex with key social amenities.
- 2) Infrastructure needs assessment for Electric Bus Transportation in Jinja City
- 3) Finance and Marketing Strategy for the project
- 4) Financial Modelling to raise finances for the project

This procurement procedure is open to all organisations who meet the criteria detailed in this "Expression of Interest". Company contractors could be private firms, joint venture, consortium excluding parastatals or public sector organisations are all eligible to apply.

This call for applications document includes the following sections:

PART A: Overview of the Uganda Cities and Infrastructure for Growth (CIG) programme

PART B: Instructions to Applicants

PART C: General/Additional Information for Applicants, Selection criteria and Basis for Remuneration

PART D: Application Form (and project references)

PART E: Deed of Declaration

PART F: Conflict of Interest Form

All applications must be received by no later than **21 August 2020, 5PM UK time**. Applications and all queries must be submitted directly to procurement@ugandacig.com with copy to dorothy.nakimuli@ugandacig.com

PART A – OVERVIEW OF THE UGANDA CITIES AND INFRASTRUCTURE FOR GROWTH (CIG) PROGRAMME

1. The Contracting Authority

The contracting authority is Cardno Emerging Markets (UK) Ltd as the managing contractor for the Uganda Cities and Infrastructure for Growth (CIG) programme on behalf of DFID.

1.1. Background

The Government's ambition, captured in Uganda's Vision 2040; is to make the Greater Kampala Metropolitan Area (GKMA), one of the most attractive cities in the world, offering its citizens and visitors a safe and efficient city environment. The context is that Kampala is the 13th fastest growing urban centre in the world, with the Jinja-Kampala-Entebbe (JKE) corridor accounting for more than 60 percent of Uganda's GDP. It is therefore urgent to improve the connectivity and productivity of urban municipalities in the JKE corridor for all citizens, as a driver to strengthen Uganda's economic growth. In this context, the UK Government has launched the **Cities and Infrastructure for Growth (CIG)** programme to support the Government of Uganda to unlock its urban potential.

2. CIG Uganda Programme Objectives and Assignment Background

The CIG Uganda programme, implemented by Cardno International Development on behalf of DFID, aims to enhance the country's economic performance through a variety of interventions, including investments in human capital development. In particular, the ability to prepare investment-grade bankable infrastructure projects needs improvement within Ugandan Ministries, Departments and Agencies (MDAs) and parastatal entities to enable projects to attract private sources of financing and/or DFIs financing.

2.1. Assignment's Scope of Work

CIG and Kiira's Motor Corporation (KMC) are seeking the services of highly qualified and experienced companies to provide the key studies for the development of the KIIRA Motor's Jinja Industrial and Business Park, Uganda. In particular:

1. Feasibility Studies and Designs for Key Infrastructure and Social Amenities at the Kiira Vehicle Plant including: the power distribution network; water and sanitation system; access and plant circulation roads; additional civil works; staff housing complex with key social amenities.
2. Traffic demand and Infrastructure needs assessment for Electric Bus Transportation in Jinja City
3. Finance and Marketing Strategy for the project
4. Financial Modelling to raise finances for the project

Climate Smart solutions to the above will need to be factored in, for example: with regards to power distribution network, service providers will be asked to explore smart/ island grid to ensure reliability of power supply (renewable energy solutions could be included). Another example on WASH system: recycled water system to reduce water use will be welcome and should be explored.

The studies will be used to raise financing for the KMC's park, so all deliverables will need to be formatted as reports and PowerPoint presentations. CIG staff will assist in approaching potential financiers (especially DFIs like the AfDB, PROPARCO etc.) while the contracted companies will be the main presenters. The contracted companies will work closely with KMC and CIG staff to ensure high quality deliverables and on time submission.

The RFP will include information about ways of working under COVID 19.

PART B – INSTRUCTIONS TO BIDDERS

When submitting the Expression of Interest bidders must follow all instructions and specifications contained in this Expression of Interest package. Failure to submit an EOI containing all the information and documentation required within the deadline specified may lead to the rejection of the EOI.

1. Call for Expression of Interest particulars

Name of Assignment	Development of the KMC's Jinja Industrial and Business Park, Uganda
Mode of Submission	EOIs and all queries must be submitted in English directly to procurement@ugandacig.com
Contact Person	Dorothy Nakimuli Procurement Manager, CIG Uganda
Deadline for submitting applications*	21 August 2020, 5PM UK time

*Cardno reserves the right to alter this date

2. Classification and Criteria for successful Company contractors

Successful bidders and those accepted will be those who meet the following criteria:

Eligibility

Criteria			Single Entity Requirements	Joint Venture / Consortium Requirements			Documentation
No.	Subject	Requirement		All Members Combined	Each Member	One Member	Submission Requirements
1.1	Nationality	Nationality of each of members	Must meet requirement	Must meet requirement	Must meet requirement	N/A	Part D Application Form Section 5
1.2	Conflict of Interest	No conflicts of interest	Must meet requirement	Must meet requirement	Must meet requirement	N/A	Part E Conflict of Interest Form
1.3	Eligibility	<p>The organisation represents and warrants that neither it, nor to the best of its knowledge any Organisation Personnel, have at any time:</p> <ul style="list-style-type: none"> a) been excluded as a result of prohibition in the Uganda laws or official regulations against commercial relations with the Applicant's country, or by an act of compliance with UN Security Council resolution. b) been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act; c) have been involved in bribery and/or corruption in the past; d) have at any time prior to the Commencement Date and/or during the term of this Contract appeared on the UK Home Office Proscribed Terrorist Organisations List or World Bank Sanctions List 	Must meet requirement	Must meet requirement	Must meet requirement	N/A	Part F Deed of Declaration

Financial Situation and Performance

Criteria			Single Entity Requirements	Joint Venture Requirements			Documentation
No.	Subject	Requirement		All Members Combined	Each Member	One Member	Submission Requirements
2.1	Financial Capabilities	(i) The Applicant shall demonstrate that it has access to, or has available, liquid assets, unencumbered real assets, lines of credit, and other financial means (independent of any contractual advance payment) sufficient to meet the cash flow requirements estimated as USD \$ 250,000 (two hundred and fifty thousand) for the subject contract(s) net of the Applicants other commitments. <i>[In case the contracts are to be procured as individual contracts under a slice and package (multiple contracts) state the cash flow requirement to qualify for individual and multiple contracts.]</i>	Must meet requirement	Must meet requirement	N/A	N/A	Part D Application Form
		(ii) The Applicant shall also demonstrate, to the satisfaction of Cardno, that it has adequate sources of finance to meet the cash flow requirements on contracts currently in progress and for future contract commitments.	Must meet requirement	Must meet requirement	N/A	N/A	
		(iii) The audited balance sheets or, if not required by the laws of the Applicant's country, other financial statements acceptable to Cardno, for the last 3 (three) years shall be submitted and must demonstrate the current soundness of the Applicant's financial position and indicate its prospective long-term profitability.	Must meet requirement	Must meet requirement	N/A	N/A	
2.2	Average Annual Turnover	Minimum average annual turnover of US\$ 1,000,000 (one million), calculated as total certified payments received for contracts in progress and/or completed within the last <i>[insert number]</i> years, divided by <i>[insert number of years in words]</i> years.	Must meet requirement	Must meet requirement	Must meet <i>[insert number]</i> %, <i>[insert percentage in words]</i> of the requirement	Must meet <i>[insert number]</i> %, <i>[insert percentage in words]</i> of the requirement	Part D Application Form

Experience

Criteria			Single Entity Requirements	Joint Venture Requirements			Documentation
No.	Subject	Requirement		All Members Combined	Each Member	One Member	Submission Requirements
3.1	General Experience	Experience under similar contract, i.e. for the provision of project preparation studies and master planning for Industrial Park and/or Special Economic Zone in Low Income Countries or in Low or High Middle Income countries (as classified by the World Bank) in the role of prime contractor, JV member, or subcontractor, for at least the last 3 years, starting 1 st January 2018.	Must meet requirement	Must meet requirement	N/A	Must meet requirement	Part D Application Form
3.2	Specific Experience	1. Master Plans for Infrastructure Development of an Industrial Park Experience in successful conducting 4 (four) master plans for the whole Industrial Park development or the whole Special Economic Zone for the development of infrastructure within the park or zone in the last 5 (five) years starting from 1 st January 2015. Value of each contract: at least USD \$300,000.	Must meet requirement	Must meet requirement	N/A	N/A	Part D Application Form
		2. Eastern Africa experience Experience in providing at least 1 (one) component (electrical work; water and sanitation; roads; housing for staff; social infrastructure) of project preparation for infrastructure development within an Industrial Park or Special Economic Zone in the last 3 years starting from 1 st January 2017. Value of the contract: at least USD \$200,000.	Must meet requirement	Must meet requirement	N/A	N/A	
		3. Financial Modelling Experience in successfully providing services of financial modelling to attract private sector and/or DFIs financing for at least 2 (two) Industrial Parks or Special Economic Zone in Low, lower or upper middle income countries.	Must meet requirement	Must meet requirement	N/A	N/A	
		4. Traffic demand and infrastructure need assessments Experience in conducting traffic demand and infrastructure needs for buses in cities and town – at least one traffic demand and one infrastructure need assessment conducted in the last three year starting from 1 st January 2017.	Must meet requirement	Must meet requirement	N/A	N/A	
		5. Programme Management capabilities Experience in setting up project offices in East Africa/ EAC region – at least 2 (two) examples in the last 3 years starting from 1 st January 2017	Must meet requirement	Must meet requirement	N/A	Must meet requirement	

Compliance with the criteria above will be demonstrated and assessed through the information to be provided by bidders in the Application Form in PART D further below.

3. Consortium

For the purposes of this assignment, the company is free to apply as a consortium / joint venture to ensure the range of skills and expertise, and ability to source the necessary skills and expertise to perform the tasks, are available for this specific assignment.

4. Submission of Expression of Interest

All correspondence and documents related to this procurement procedure must be written in English.

4.1 Content of the Expression of Interest

To submit a compliant EOI in response to this procurement procedure for company contracts, applicants must provide the following documentation in their EOI:

- 1) A completed Application Form, in accordance to the template provided in PART D of this Call for Expression of Interest package. The application form includes the following.
 - a. Description of the company (no more than five (5) pages) including information that responds to the selection criteria and outlines areas of expertise, information on the consortium and previous projects relevant to the assignment. This section should also include details on the organisation's ability and procedures/networks to source high quality personnel for specific assignments. Supporting documents should be annexed.
 - b. Project references to demonstrate the main projects previously carried out by the applicants which are relevant to the assignment (as per the criteria). Project references must be provided in accordance to the format and instructions in section 7 of the application form in PART D.
- 2) Deed of Declaration signed by an authorised representative of the company (e.g Director)
The Deed must follow the format outlined in **PART F**.
- 3) Conflict of Interest Form in **PART G**.

NOTE: Word versions of the Application form, CV template and Deed of declaration are available upon request, via procurement@ugandacig.com

PART C – GENERAL/ADDITIONAL INFORMATION, SELECTION CRITERIA AND BASIS FOR REMUNERATION

1. Additional information about the CIG Uganda

1.1. Purpose of the EOI

CIG Uganda is calling for Expressions of Interest from suitable firms/ organisations to provide Technical Assistance as specified.

The purpose of the EOI is to short list eligible companies/ JV. The shortlisted companies will be invited to submit a technical and financial proposal to be specified in a request for Proposal (RFP) stage. The RFP stage will start 3 weeks from the formal submission of the EOI by the companies.

Following the successful RFP stage, the company or JV or consortium of companies will be contracted for an initial period of twelve months from signature of contract.

1.2. Selection of companies for this assignment

The process for the short listing of companies or JV or consortia will obey the principles of transparency, proportionality, equal treatment, non-discrimination and fair competition.

Under the competitive procedure, the Contracting Authority will invite shortlisted companies to submit proposals. Evaluation criteria will be published in the RFP, including technical evaluation criteria, and weighting of scoring between technical and financial components.

Only shortlisted companies will be contacted and the RFP will be shared with them.

2. Evaluation criteria for this application process

Bidders submissions in response to this call for Expression of Interest will be assessed on the basis of technical expertise and suitability using the criteria listed in Part B.

3. Basis of Payment

For each specific assignment/project, the basis of payment will be specified in the RFP and bidders will propose fees and expenses necessary for implementation of the assignment. These will be a factor in the overall evaluation scores and will be subject to a price reasonableness analysis.

The basis of payments may be either input based, or milestone based contingent upon the requirements of each individual assignment/project. The contract issued will be denominated in Great British Pounds (GBP).

4. Contracting Authority's rights

Cardno Emerging Markets reserves the right in its absolute discretion at any time to:

- a) Cancel this Call for Expression of Interest procedure, or cease to proceed with this procurement.
- b) Change the structure and timing of the procurement;
- c) Vary or extend any time or date;
- d) Terminate further participation in the process by an organisation for any reason;
- e) Request additional information or clarification from any bidder;
- f) Call for new Expressions of Interest;
- g) Reject any Expression of Interest received after the closing time;
- h) Reject any Expression of Interest that does not comply with the requirements set out in this package; and
- i) Terminate any negotiations being conducted at any time with any organisation for any reason.

5. Conflict of Interest

Applicants must provide details of any circumstances or relationships that constitute, or may constitute, an actual or potential conflict of interest regarding this call for Expression of procedure, or any obligations under any formal agreement with CIG Uganda or DFID.

PART D – APPLICATION FORM

Circulation restricted to the Contracting Authority and to the author of the document to protect the individual and to protect privacy, commercial and industrial secrecy

APPLICATION FORM

Call for Expression of Interest

Contracting Authority: Cardno Emerging Markets (UK) Ltd

All data included in this application must concern only the legal entity bidding for this EOI

1 SUBMITTED by (i.e. the identity of the bidder)

Name of LEAD legal entity	
Country of registration	
Head Office address	
Telephone	
Location of offices around the world	

2. CONSORTIUM DETAILS

Name of Consortium Partner 1 (if applicable)	
Country of registration	
Head Office address	
Telephone	
Location of offices around the world	

Name of Consortium Partner 2 (if applicable)	
Country of registration	
Head Office address	
Telephone	

Location of offices around the world	
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3 LEAD ORGANISATION CONTACT PERSON (for this EOI)

Name	
Address	
Telephone	
Fax	
e-mail	

4 FINANCIAL CAPABILITIES

Please complete the following table of financial data based on your annual accounts and your latest projections. If annual accounts are not yet available for this year or last year, please provide your latest estimates, clearly identifying estimated figures in italics. Figures in all columns must be calculated on the same basis to allow a direct, year-on-year comparison to be made (or, if the basis has changed, please provide an explanation of the change as a footnote to the table). Any other clarification or explanation which is judged necessary may also be provided.

Also as per Eligibility criteria, please submit audited balance sheet statements.

Financial data	2 years before last year ¹ GBP	Year before last year GBP	Last year GBP	Average ² GBP	This year GBP
Annual turnover ³ , excluding this contract					
Current Assets ⁴					
Current Liabilities ⁵					

The information to be provided in this section will demonstrate compliance with the criteria for participation as per Clause 2 of PART B of this call for proposal package.

¹ Last year = last accounting year for entity

² Amounts entered in the 'Average' column must be the mathematical average of the amounts entered in the three preceding columns of the same row

³ The gross inflow of economic benefits (cash, receivables, other assets) generated from the ordinary operating activities of the enterprise (such as sales of goods, sales of services, interest, royalties, and dividends) during the year

⁴ A balance sheet account that represents the value of all assets that are reasonably expected to be converted into cash within one year in the normal course of business. Current assets include cash, accounts receivable, inventory, marketable securities, prepaid expenses and other liquid assets that can be readily converted to cash

⁵ A company's debts or obligations that are due within one year. Current liabilities appear on the company's balance sheet and include short term debt, accounts payable, accrued liabilities and other debts

5. Company Description (max 5 pages)

6 CRITERIA COMPLIANCE

Please fill in the table below to indicate compliance with the eligibility criteria

No.	Subject	Requirement	Evidence provided (tick as appropriate)	Evidence / Project sheets
1.1	Nationality	Nationality/ies	<input type="checkbox"/>	Part D Application Form Section 5
1.2	Conflict of Interest	No conflicts of interest	<input type="checkbox"/>	Part E Conflict of Interest Form
1.3	Eligibility	<p>the organisation represents and warrants that neither it, nor to the best of its knowledge any Organisation Personnel, have at any time:</p> <p>a) been excluded as a result of prohibition in the Uganda laws or official regulations against commercial relations with the Applicant's country, or by an act of compliance with UN Security Council resolution.</p> <p>b) been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act;</p> <p>c) have been involved in bribery and/or corruption in the past;</p> <p>d) have at any time prior to the Commencement Date and/or during the term of this Contract appeared on the UK Home Office Proscribed Terrorist Organisations List or World Bank Sanctions List</p>	<input type="checkbox"/>	Part F Deed of Declaration
Financial Situation and Performance				
2.1	Financial Capabilities	<p>i. The Applicant shall demonstrate that it has access to, or has available, liquid assets, unencumbered real assets, lines of credit, and other financial means (independent of any contractual advance payment) sufficient to meet the cash flow requirements estimated as USD \$ 250,000 (<i>two hundred and fifty thousand</i>) for the subject contract(s) net of the Applicants other commitments. <i>[In case the contracts are to be procured as individual contracts under a slice and package (multiple contracts) state the cash flow requirement to qualify for individual and multiple contracts.]</i></p>	<input type="checkbox"/>	Part D Application Form Section 4
		<p>i. The Applicant shall also demonstrate, to the satisfaction of Cardno , that it has adequate sources of finance to meet the cash flow requirements on contracts currently in progress and for future contract commitments.</p>	<input type="checkbox"/>	Part D Application Form Section 4
		<p>i. The audited balance sheets or, if not required by the laws of the Applicant's country, other financial statements acceptable to Cardno, for the last 3</p>	<input type="checkbox"/>	3 years Audited Accounts

		(three) years shall be submitted and must demonstrate the current soundness of the Applicant's financial position and indicate its prospective long-term profitability.		
2.2	Average Annual Turnover	Minimum average annual turnover of US\$ 1,000,000 (one million), calculated as total certified payments received for contracts in progress and/or completed within the last [insert number] years, divided by [insert number of years in words] years.	<input type="checkbox"/>	Part D Application Form Section 4
Relevant Experience				
3.1	General Experience	Experience under similar contract , i.e. for the provision of project preparation studies and master planning for Industrial Park and' or Special Economic Zone in Low Income Countries or in Low or High Middle Income countries(as classified by the World Bank) in the role of prime contractor, JV member, or subcontractor, for at least the last 3 years, starting 1 st January 2018.	<input type="checkbox"/>	Part D Project Reference sheet/s no. xx
3.2	Specific Experience	1. Master Plans for Infrastructure Development of an Industrial Park Experience in successful conducting 4 (four) master plans for the whole Industrial Park development or the whole Special Economic Zone for the development of infrastructure within the park or zone in the last 5 (five) years starting from 1 st January 2015. Value of each contract: at least USD \$300,000.	<input type="checkbox"/>	Part D Project Reference sheet/s no. xx
		2. Eastern Africa experience Experience in providing at least 1 (one) component (electrical work; water and sanitation; roads; housing for staff; social infrastructure) of project preparation for infrastructure development within an Industrial Park or Special Economic Zone in the last 3 years starting from 1 st January 2017. Value of the contract: at least USD \$200,000.	<input type="checkbox"/>	Part D Project Reference sheet/s no. xx
		3. Financial Modelling Experience in successfully providing services of financial modelling to attract private sector and/or DFIs financing for at least 2 (two) Industrial Parks or Special Economic Zone in Low, lower or upper middle income countries.	<input type="checkbox"/>	Part D Project Reference sheet/s no. xx
		4. Traffic demand and infrastructure need assessments Experience in conducting traffic demand and infrastructure needs for buses in cities and town – at least one traffic demand and one infrastructure need assessment conducted in the last three year starting from 1 st January 2017.	<input type="checkbox"/>	Part D Project Reference sheet/s no. xx
		5. Programme Management capabilities Experience in setting up project offices in East Africa/ EAC region – at least 2 (two) examples in the last 3 years starting from 1 st January 2017.	<input type="checkbox"/>	Part D Project Reference sheet/s no. xx

7 PROJECT REFERENCE SHEETS

Please fill in the table below to summarise the main projects related to this contract carried out over the past 5 years⁶ by the legal entity making this application. Bidders must submit a minimum of five (5) and maximum of fifteen (15) project reference sheets under the selected thematic area and each reference may not exceed 1 page.

Ref no (maximum 15)	Project title							
Name of legal entity	Country	Overall contract value (GBP)	Proportion carried out by legal entity ⁷ (%)	No of staff provided	Name of client	Origin of funding/Don or	Dates (start/end) ⁸	Name of consortium members, if any
...
Detailed description of project						Type of services provided, including, if applicable, the services and corresponding amounts indicated in this Call for Expression of Interest's selection criteria		
						...		

⁷ If part of a consortium for implementation of the project.

⁸ If the reference contract is only partially completed, please quote the percentage and value which has been completed.

8 STATEMENT

I, the undersigned, the authorised signatory of the above bidder, hereby declare that we have examined the instructions to bidders.

We understand that our proposal may be excluded if we provide information that is not truthful and/or make false declarations.

Name	
Signature	
Designation	
Date	

PART F – DEED OF DECLARATION

I *[insert name of authorised company signatory]*, on behalf of *[insert Company Name]*, declare that:

Our offer remains open for acceptance by Cardno for a duration of at least six months from the date of closure of process.

We have not prepared our EOI with the benefit of information obtained from a current or former employee of Cardno or DFID in circumstances that constitute a breach of confidentiality or fidelity on the part of that person; or with the benefit of information otherwise improperly obtained.

We confirm that we have received consent from every expert included in our EOI.

We further confirm that the information provided in this EOI is accurate and truthful and we hereby authorise Cardno to make whatsoever enquiries it may consider reasonable and necessary to undertake in the course of assessment of our EOI.

We confirm that our Organisation has not at any time:

- a) been excluded as a result of prohibition in the Uganda laws or official regulations against commercial relations with the Applicant's country, or by an act of compliance with UN Security Council resolution.
- b) been listed by any government department or agency as being debarred, suspended, proposed for suspension or debarment, or otherwise ineligible for participation in government procurement programmes or contracts on the grounds of a Prohibited Act;
- c) have been involved in bribery and/or corruption in the past;
- d) have at any time prior to the Commencement Date and/or during the term of this Contract appeared on the UK Home Office Proscribed Terrorist Organisations List or World Bank Sanctions List

We have disclosed below (to the best of our knowledge) any matter that may materially affect our performance of the contract, including but not limited to: any security, probity or integrity issue, including current or pending investigations or enquiries by any government, law enforcement, or regulatory body; financial capacity and viability to perform the services.

Disclosure: _____

Signed:

Position:

Dated:

PART G – CONFLICT OF INTEREST

INTRODUCTION

This document addresses the circumstances in which a conflict of interest may occur for contractors. It outlines the guidelines that the contractor, its personnel and subcontractors are expected to observe in order to avoid conflict of interest situations and the processes for resolution of potential conflict of interests.

POLICY

Contractors should not take part in decisions which bring their outside and personal interests into conflict with their responsibility to the integrity of Cardno.

The statement extends to the contractor's personnel and subcontractors and their associated parties. Associated parties are defined as: spouse, parent, siblings, children, and other persons with whom a member has (or has had) significant business, financial or other personal relationships that have the potential of influencing the position of the member.

DEFINITIONS

A conflict of interest can arise in a variety of situations. A potential conflict of interest may arise where a Cardno contractor:

- Engages in a personal, family or business relationship that is likely to conflict with or impede his or her duties and functions in Cardno;
- Participates in the evaluation, selection, award, or administration of a contract or order for the purchase of goods or services that will either directly or indirectly benefit the person or any organisation with whom the person is associated, or is otherwise in a position to influence a decision of Cardno for which the member might receive a material benefit, either directly or indirectly;
- Undertakes work commissioned by Cardno of a consultancy or similar nature, where selection could be construed as lacking in transparency, and/or the role could conflict with his or her regular duties on the programme;
- Is placed in circumstances where the contractors' activity is in direct competition with the work of Cardno; and
- Compromises or undermines the trust which the public, other stakeholders (including donors and government partners) and members place in Cardno.
- Is offered gifts, travel or hospitality or charitable donations with the intention or effect of improperly obtaining or retaining business or securing an improper advantage.

PROCESSES FOR RESOLVING CONFLICTS OF INTEREST

Disclosure

In all situations in which there is a potential conflict of interest as defined above, the contractor must immediately disclose it to the Cardno Programme Management Team in advance to ensure that there is full disclosure before a decision is taken.

Disqualification from Decision Making

A contractor will disqualify himself or herself from participating in a decision involving a potential conflict of interest; and this will be recorded as appropriate.

Ex-post Action in the Event of a Conflict of Interest

If during the course of the project, a conflict of interest that has not previously disclosed becomes apparent, the relevant contract will be suspended immediately. A full review will be carried out by the Programme Management Team, who will decide what action to take, up to and including cancellation of the contract and removal of the individual(s) from the relevant position.

CONFLICT OF INTEREST STATEMENT SIGNATURE

I have read and understood the Cardno Conflict of Interest statement and hereby confirm that to the best of my knowledge after making diligent inquiry, no undisclosed conflicts of interest exists or are likely to arise in the performance of the Services.

Name.....

Position.....

Signature.....

Date.....