

Terms of Reference 1: Consultancy for an assessment of MOSAPH's digital capabilities and infrastructure

Team's Mission: The Social Sector (SCL) has a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the challenges of development in Latin America and the Caribbean. Together with the countries of the region, the Social Sector builds public policy solutions to reduce poverty and to improve the education, work, social protection and health services that citizens receive. The Sector's work aims to promote a more productive region with equal opportunities between men and women and with greater inclusion of the most vulnerable populations.

The Social Protection and Health Division (SPH) is entrusted with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and social inclusion services that include: early childhood development, youth programs, care services, and others), health (health capital investment strategies, strengthening of health networks, financing of the health system, organization and performance, etc.) and nutrition.

Context:

The Support Program for Social Protection Networks for Vulnerable Populations in Suriname aims to support minimum income levels for the vulnerable population during the period of recovery from the effects of the crisis due to the COVID-19 pandemic. It is a specific investment program for US\$20 million to be executed by the Ministry of Social Affairs and Housing of Suriname (MOSAPH) over a period of 4 years.

The program will finance a component dedicated to the payment of existing cash transfers to vulnerable populations, including households with children, people with disabilities, and older adults without income. The program will also invest in strengthening MOSAPH's social protection system, with support for the development of a Single Registry of Beneficiaries of cash transfer programs, the design and implementation of a computer system that allows efficient administration of programs, and the expansion of digital payments. The Program's implementation will be supported by a Technical Cooperation (SU-L1150) aimed at strengthening Suriname's social protection system through innovations in the management of cash transfer programs for vulnerable populations. The TC will specifically support advancements in Program implementation by developing an assessment, long-term vision, and road map for the digital transformation of MOSAPH. To that end, MOSAPH requires the development of a diagnosis and assessment of the current digital infrastructure (AS-IS) and capabilities, in order to develop a long term vision and plan for the Ministry's digital transformation and successful deployment of the Beneficiary Information System.

Responsibilities:

- Carry out a high-level assessment (AS-IS) of the information systems and databases of the MOSAPH based on the information provided by the MOSAPH and complementary surveys with key actors regarding: (i) information systems and databases existing in MOSAPH; (ii) the data storage mechanisms for cash transfer programs administered by MOSAPH, including their quality and security; (iii) data exchange and interoperability mechanisms; (iv)

infrastructure aspects including data center, servers, internet connectivity, storage and protection equipment; (v) the human resources necessary for the operation, maintenance and updating of the systems and databases of the MOSAPH beneficiaries; and (vi) management and governance capabilities of systems and databases.

- Develop tools that allow the diagnostic tools to be updated including the development of a methodological guide, survey models, checklists, and other elements to be determined in the consulting framework.
- Participation in meetings, workshops, and working groups with MOSAPH and the IDB for the planning and execution of the consultancy.

Products and Payment Schedule:

Product 1: Draft of High-Level Diagnostic and Assessment of MOSAPH's digital capabilities and infrastructure for presentation to MOSAPH.

Product 2: Final document of the High-Level Diagnostic and Assessment of MOSAPH's digital capabilities and infrastructure validated by MOSAPH.

Payment Schedule:

Product 1	Fourth since contract signature	50%
Product 2	Sixth month since contract signature	50%

Requirements:

- **Citizenship:** You are a citizen of one of our 48 member countries
- **Consanguinity:** You do not have relatives (up to the fourth degree of consanguinity and second degree of affinity, including the spouse) who work in the IDB Group
- **Education:** Bachelors degree in Industrial Engineering, Computer Engineering or similar. Masters degree in related fields highly desired.
- **Experience:** 5 years of experience in the design, execution and supervision of information technology projects.
- **Language:** Fluent English

General and technical competencies:

- Experience in the preparation of design documents and preparation of social programs
- Good communication skills, proactivity, leadership and ability to work in a team.

Summary:

- **Type of contract:** PEC
- **Length of the contract:** 30 nonconsecutive days during 6 months
- **Beginning date:** On the signature of the contract
- **Location:** Country of Residence with travel to Suriname

- **Responsible:** Carolina Freire (SPH/CPN)

Our Culture: Our people are committed and passionate about improving lives in Latin America and the Caribbean, doing what they love in a diverse, collaborative and stimulating work environment. We are the first development institution in Latin America and the Caribbean to receive the EDGE certification, recognizing our strong commitment to gender equality. As an employee, you can be part of internal resource groups that connect our diverse community around common interests.

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About us: At the Inter-American Development Bank, we are dedicated to improving lives. Since 1959, we have been an important source of long-term financing for economic, social and institutional development in Latin America and the Caribbean. However, we do more than lend. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research on relevant development issues, policy advice to inform their decisions, and technical assistance to improve project planning and execution. To do this, we need people who not only have the right skills but are also passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with the Bank's policies and procedures. The Bank, in accordance with applicable policies, may contribute to travel and moving expenses. Additionally, candidates must be citizens of one of the IDB member countries.

Our Human Resources team carefully reviews all applications.

Terms of Reference 2: Consultancy for the development of an information technology strategic plan to support the digital transformation of MOSAPH

Team's Mission: The Social Sector (SCL) has a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the challenges of development in Latin America and the Caribbean. Together with the countries of the region, the Social Sector builds public policy solutions to reduce poverty and to improve the education, work, social protection and health services that citizens receive. The Sector's work aims to promote a more productive region with equal opportunities between men and women and with greater inclusion of the most vulnerable populations.

The Social Protection and Health Division (SPH) is entrusted with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and social inclusion services that include: early childhood development, youth programs, care services, and others), health (health capital investment strategies, strengthening of health networks, financing of the health system, organization and performance, etc.) and nutrition.

Context:

The Support Program for Social Protection Networks for Vulnerable Populations in Suriname aims to support minimum income levels for the vulnerable population during the period of recovery from the effects of the crisis due to the COVID-19 pandemic. It is a specific investment program for US\$20 million to be executed by the Ministry of Social Affairs and Housing of Suriname (MOSAPH) over a period of 4 years.

The program will finance a component dedicated to the payment of existing cash transfers to vulnerable populations, including households with children, people with disabilities, and older adults without income. The program will also invest in strengthening MOSAPH's social protection system, with support for the development of a Single Registry of Beneficiaries of cash transfer programs, the design and implementation of a computer system that allows efficient administration of programs, and the expansion of digital payments. The Program's implementation will be supported by a Technical Cooperation (SU-L1150) aimed at strengthening Suriname's social protection system through innovations in the management of cash transfer programs for vulnerable populations. The TC will specifically support advancements in Program implementation by developing an assessment, long-term vision, and road map for the digital transformation of MOSAPH. To that end, MOSAPH requires the development of a long-term strategic vision and road map for leading the institution's digital transformation in order to ensure that the Beneficiary Information System is developed within a normative, institutional, and technical framework that ensures its sustainability.

Responsibilities:

- Develop a proposal for a high-level business architecture document according to the assessment of MOSAPH's digital capabilities and infrastructure.
- Develop a proposal for a high-level data governance document.
- Support the definition of the work plan for the implementation of a strategic plan for the strengthening of information systems, infostructure and data exchange, digital infrastructure, data quality and security, human resources, and system governance and management capabilities.

- Develop tools that allow the recommendations documents to be updated including the development of a methodological guide, survey models, checklists, and other elements to be determined in the consulting framework.
- Participation in meetings, workshops, and working groups with MOSAPH and the IDB for the planning and execution of the consultancy.

Products and Payment Schedule:

- Product 1: Proposal for a high-level business architecture document according to the information collected in the digital infrastructure assessment.
- Product 2: Proposal for a high-level data governance document based on the information collected.
- Product 3: Work plan and detailed schedule for the implementation of the information technology strategic plan.

Payment Schedule:

Product 1	Fourth since contract signature	20%
Product 2	Sixth month since contract signature	40%
Product 3	10th month since contract signature	40%

Requirements:

- **Citizenship:** You are a citizen of one of our 48 member countries
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- **Education:** Bachelors degree in Industrial Engineering, Computer Engineering or similar. Masters degree in related fields highly desired.
- **Experience:** 5 years of experience in the design, execution and supervision of information technology projects.
- **Language:** Fluent English

General and technical competencies:

- Experience in the preparation of design documents and preparation of social programs
- Good communication skills, proactivity, leadership and ability to work in a team.

Summary:

- **Type of contract:** PEC
- **Length of the contract:** 50 nonconsecutive days during 10 months
- **Beginning date:** On the signature of the contract

- **Location:** Country of Residence with travel to Suriname
- **Responsible:** Carolina Freire (SPH/CPN)

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Terms of Reference 3: Consultancy for the development of technical specifications for the expansion of MOSAPH's Beneficiary Information System (BIS)

Team's Mission: The Social Sector (SCL) has a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the challenges of development in Latin America and the Caribbean. Together with the countries of the region, the Social Sector builds public policy solutions to reduce poverty and to improve the education, work, social protection and health services that citizens receive. The Sector's work aims to promote a more productive region with equal opportunities between men and women and with greater inclusion of the most vulnerable populations.

The Social Protection and Health Division (SPH) is entrusted with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and social inclusion services that include: early childhood development, youth programs, care services, and others), health (health capital investment strategies, strengthening of health networks, financing of the health system, organization and performance, etc.) and nutrition.

Context:

The Support Program for Social Protection Networks for Vulnerable Populations in Suriname aims to support minimum income levels for the vulnerable population during the period of recovery from the effects of the crisis due to the COVID-19 pandemic. It is a specific investment program for US\$20 million to be executed by the Ministry of Social Affairs and Housing of Suriname (MOSAPH) over a period of 4 years.

The program will finance a component dedicated to the payment of existing cash transfers to vulnerable populations, including households with children, people with disabilities, and older adults without income. The program will also invest in strengthening MOSAPH's social protection system, with support for the development of a Single Registry of Beneficiaries of cash transfer programs, the design and implementation of a computer system that allows efficient administration of programs, and the expansion of digital payments. The Program's implementation will be supported by a Technical Cooperation (SU-L1150) aimed at strengthening Suriname's social protection system through innovations in the management of cash transfer programs for vulnerable populations. The TC will specifically support advancements in Program implementation by developing an assessment, long-term vision, and road map for the digital transformation of MOSAPH, as well as the framework and technical specifications for the expansion of the Beneficiary Information System (BIS). The BIS aims to unify the CTPs' beneficiary rosters and establish a MIS to automate and optimize the entire operational cycle of cash transfers. MOSAPH lacks a Management Information System (MIS) to optimize the operational cycle of the CTP and ensure traceability and transparency. Currently, the beneficiary application and enrollment processes are mostly conducted manually. MOSAPH lacks a unified social registry which enables socioeconomic classifications of large parts of the population (identifying structural poverty or vulnerability to shocks) and the frequent updating of beneficiary information in accordance with changes in demographic or socioeconomic conditions. With support from the Caribbean Development Bank, the MOSAPH has made some progress in building a social registry. However, the BIS still has low coverage and requires the development and implementation of a digital infrastructure strategy. The BIS is not yet interoperable within the social protection system and with other sources of administrative data, including the Civil Registry Bureau of the Ministry of Internal Affairs and the Tax Department of the Ministry of Finance and

Planning. Interoperability within the social protection system would not only allow monitoring program overlap, but it would allow for the automatic verification of eligibility requirements.

In order to support MOSAPH in the design of the expansion of the BIS, a consultancy is required to develop the technical specifications for the management information system.

Responsibilities:

- Conduct an assessment of the current infostructure used for the BIS, including software specifications, database configuration, hosting and server services, cybsersecurity framework, interoperability bus, source code, and other technical specifications.
- Identify the procedures in the CTP management cycle that require digitalization and optimization within the BIS (application module, eligibility verification, beneficiary registration, social registry or consolidated database, payment).
- Identify the functionalities required for the expansion of the BIS in order to support the digitalization of the CTP management cycle.
- Identify the technical specifications required for the expansion of the management information system including software specifications, interoperability bus, database management, data security and storage.
- Support the development of a cost analysis for each of the technical specifications.
- Participation in meetings, workshops, and working groups with MOSAPH and the IDB for the planning and execution of the consultancy.

Products and Payment Schedule:

- Product 1: Assessment of the software specifications of the current Beneficiary Information System (AS-IS), including an assessment of internet services, computer hardware, servers, and cyber-security software required for the BIS expansion.
- Product 2: Technical specifications for the expansion of the BIS for the management of the entire cycle of the cash transfer programs management, including the digital framework and information architecture (TO-BE), interoperability bus, source code, data security and storage, data base management software, help desk and support services. The technical specifications must include the technical details for the internet services, computer hardware and software, servers, and cyber-security software required for the BIS expansion
- Product 3: Evaluation of the costs for the expansion of the BIS based on the technical specifications (TO BE).
- Product 4: Implementation calendar for the procurement process of the expansion of the BIS.

Payment Schedule:

Product 1	Second month since contract signature	20%
Product 2	Thrid month since contract signature	30%

Product 3	Fourth month since contract signature	20%
Product 4	Sixth month since contract signature	30%

Requirements:

- **Citizenship:** You are a citizen of one of our 48 member countries
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- **Education:** Bachelors degree in Industrial Engineering, Computer Engineering or similar. Masters degree in related fields highly desired.
- **Experience:** 5 years of experience in the design, execution and supervision of information technology projects.
- **Language:** Fluent English

General and technical competencies:

- Experience in the preparation of design documents and preparation of social programs
- Good communication skills, proactivity, leadership and ability to work in a team.

Summary:

- **Type of contract:** PEC
- **Length of the contract:** 40 nonconsecutive days during 6 months
- **Beginning date:** On the signature of the contract
- **Location:** Country of Residence with travel to Suriname
- **Responsible:** Carolina Freire (SPH/CPN)

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Team's Mission: The Social Sector (SCL) has a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the challenges of development in Latin America and the Caribbean. Together with the countries of the region, the Social Sector builds public policy solutions to reduce poverty and to improve the education, work, social protection and health services that citizens receive. The Sector's work aims to promote a more productive region with equal opportunities between men and women and with greater inclusion of the most vulnerable populations.

The Social Protection and Health Division (SPH) is entrusted with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and social inclusion services that include: early childhood development, youth programs, care services, and others), health (health capital investment strategies, strengthening of health networks, financing of the health system, organization and performance, etc.) and nutrition.

Context:

The Support Program for Social Protection Networks for Vulnerable Populations in Suriname aims to support minimum income levels for the vulnerable population during the period of recovery from the effects of the crisis due to the COVID-19 pandemic. It is a specific investment program for US\$30 million to be executed by the Ministry of Social Affairs and Housing of Suriname (MOSAPH) over a period of 4 years.

The program will finance a component dedicated to the payment of existing cash transfers to vulnerable populations, including households with children, people with disabilities, and older adults without income. The program will also invest in strengthening MOSAPH's social protection system with support for the development of a Single Registry of Beneficiaries of cash transfer programs, and the design and implementation of a computer system that allows efficient administration of programs. The Beneficiary Information System (BIS) aims to unify the CTPs' beneficiary rosters and establish a MIS to automate and optimize the entire operational cycle of cash transfers. However, the BIS still has low coverage¹ and requires the development and implementation of a digital infrastructure strategy. The BIS is not yet interoperable within the social protection system and with other sources of administrative data, including the Civil Registry Bureau of the Ministry of Internal Affairs and the Tax Department of the Ministry of Finance and Planning. The Program will also support the design of targeting methods, specifically the development of artificial intelligence algorithms to improve the identification of vulnerable populations.

The Program's implementation will be supported by a Technical Cooperation (SU-T1150) aimed at strengthening Suriname's social protection system through innovations in the management of cash transfer programs for vulnerable populations. The TC will specifically support advancements in Program implementation by developing the technical inputs necessary for the Ministry's digital transformation including the development of the BIS, the design of targeting methods, and the expansion of digital payments. The TC will support an assessment, long-term vision, and road map for the digital transformation of MOSAPH. It will also finance an assessment

¹ Only 35% of CTP beneficiaries, corresponding to the Child Allowance, are currently registered in the system.

of the strengths and challenges of MOSAPH's current digital infra and info structure to ensure the successful expansion of the BIS financed by the loan. The development of a long-term vision and road map for leading the institution's digital transformation is necessary to ensure that the BIS is developed within a normative, institutional, and technical framework that ensures its sustainability. The TC will also generate direct inputs to support the expansion of the BIS with the design of its technical specifications, as well as the technical requirements of all associated digital infrastructure and cyber security components. Among these specifications is the interoperability platform with the Civil Registry Bureau of the Ministry of Internal Affairs, the Tax Department of the Ministry of Finance and Planning, to facilitate the verification of eligibility requirements and beneficiaries' transition across programs. The TC will support MOSAPH's efforts to improve targeting methods by defining eligibility criteria for the CTP and developing artificial intelligence algorithms to monitor household poverty, and its integration within the BIS. The TC will also support the Program's aim of expanding CTP digital payments by developing an assessment of the current procedures for the cash payment of CTP and their associated costs, as well as an assessment of the digital instruments that are better suited for the digital payments for beneficiaries of the AKB and the FBZW HH in coastal areas.

Technical assistance is required to support MOSAPH in the evaluation of its current targeting methodologies for the different cash transfer programs it administers, and to develop new targeting mechanisms for predicting household poverty based on artificial intelligence algorithms.

Responsibilities:

- Develop a methodology for assessing the efficacy of the current targeting methods used by MOSAPH to determine household and individual poverty for its cash transfer programs.
- Develop, implement and analyze the results of a pilot to test the efficacy of the current targeting methods for predicting household and individual poverty.
- Design a methodology, based on the analysis of household surveys, for predicting household and individual poverty, including variables, criteria and cut off points, using artificial intelligence algorithms or other innovative predictive technologies.
- Implement and analyze the results of the new mechanisms based on household surveys and pilot tests.
- Participation in meetings, workshops, and working groups with MOSAPH and the IDB for the planning and execution of the consultancy.

Products:

Product 1: Document that describes the methodological framework for the assessment of current targeting methods and efficacy results.

Product 2: Document that describes the methodology for the design of a new proxy means test based on household survey data that is based on artificial intelligence algorithms for predicting household and individual poverty and extreme poverty.

Product 3: Training program for MOSAPH on the use of targeting methods for determining eligibility to CTP programs based on the new methodology.

Product 4: Design and programming of the PMT in the Beneficiary Information System.

Payment Schedule:

Product 1	Third month since contract signature	20%
Product 2	Sixth month since contract signature	30%
Product 3	Eight month since contract signature	20%
Product 4	Twelfth month since contract signature	30%

Requirements:

- **Citizenship:** You are a citizen of one of our 48 member countries
- **Consanguinity:** You do not have relatives (up to the fourth degree of consanguinity and second degree of affinity, including the spouse) who work in the IDB Group
- **Education:** PhD in Economics or related fields.
- **Experience:** 5 years of experience in the design, execution and supervision of social protection and information technology programs in Latin America and the Caribbean.
- **Language:** Fluent English

General and technical competencies:

- Experience in the preparation of design documents and preparation of social programs
- Good communication skills, proactivity, leadership and ability to work in a team.

Summary:

- **Type of contract:** PEC
- **Length of the contract:** 50 nonconsecutive days during 12 months
- **Beginning date:** On the signature of the contract
- **Location:** Country of Residence with travel to Suriname
- **Responsible:** Carolina Freire (SPH/CPN)

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Terms of Reference 5: Consultancy for the assessment of cash payments of Cash Transfer programs and the proposal of a mechanism for digital payment expansion

Team's Mission: The Social Sector (SCL) has a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the challenges of development in Latin America and the Caribbean. Together with the countries of the region, the Social Sector builds public policy solutions to reduce poverty and to improve the education, work, social protection and health services that citizens receive. The Sector's work aims to promote a more productive region with equal opportunities between men and women and with greater inclusion of the most vulnerable populations.

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Context:

The Support Program for Social Protection Networks for Vulnerable Populations in Suriname aims to support minimum income levels for the vulnerable population during the period of recovery from the effects of the crisis due to the COVID-19 pandemic. It is a specific investment program for US\$20 million to be executed by the Ministry of Social Affairs and Housing of Suriname (MOSAPH) over a period of 4 years.

The program will finance a component dedicated to the payment of existing cash transfers to vulnerable populations, including households with children, people with disabilities, and older adults without income. The program will also invest in strengthening MOSAPH's social protection system, with support for the development of a Single Registry of Beneficiaries of cash transfer programs, and the design and implementation of a computer system that allows efficient administration of programs. The Program also supports the expansion of digital payments to CTP beneficiaries. Cash payments involve higher transaction costs for the Ministry and beneficiaries, and cause delays in payment. For example, the AKB and the FBZWHH are paid only once a year. MOSAPH also requires support in expanding digital payments to CTP beneficiaries since 42% of them are paid in cash. Cash payments also require the implementation of mitigation measures to avoid the potential spread of COVID-19.

The Program's implementation will be supported by a Technical Cooperation (SU-L1150) aimed at strengthening Suriname's social protection system through innovations in the management of cash transfer programs for vulnerable populations. The TC will specifically support advancements in Program implementation by developing an assessment, long-term vision, and road map for the digital transformation of MOSAPH, as well as the framework and technical specifications for the expansion of the Beneficiary Information System (BIS). The TC will also support the identification of the mechanisms necessary to expand digital payments of CTP.

In order to support MOSAPH in the design of the expansion of the digital payment system, a consultancy is required to first assess the current processes and costs involved in the cash

payment of the Child Allowance and the Support to Poor Households, and second, develop a proposal for the mechanisms that would be best fitted for the expansion of a digital payment system for beneficiaries of these two programs living in the coastal areas of Suriname.

Responsibilities:

- Conduct an assessment and diagnosis of the processes involved in the cash payment of the Child Allowance and the Support to Poor Households in the coastal areas of Suriname, including a descriptive timeline and estimation of costs related to implementation.
- Develop and apply qualitative assessment tools to identify beneficiaries' perception of the efficiency and challenges of the cash payment process, and also identify potential opportunities and setbacks to the adoption of the digital payment system.
- Conduct interviews and field research with MOSAPH staff and beneficiaries of CTP programs to map out the processes whereby cash payments are conducted, including a descriptive timeline, roles, and costs.
- Conduct meetings with MOSAPH and banks affiliated with the moneycard and bank account payment systems, to determine the benefits and challenges associated to each mode of payment, as well as their individual transactional costs to MOSAPH and to beneficiaries.
- Participation in meetings, workshops, and working groups with MOSAPH and the IDB for the planning and execution of the consultancy.

Products:

Product 1. Description and assessment of the cash payment process of the Child Allowance and Support to Poor Households programs, including timeline, roles and responsibilities, frequency, scope, documentation, institutional procedures, and estimation of costs to the Ministry and to beneficiaries.

Product 2. Report on the results of qualitative assessment of beneficiary perception of the cash payment process, and potential risks and opportunities in the scale up of digital payments for Child Allowance and Support to Poor Households.

Product 3. Analytical document that describes the current mechanisms for digital payment of CTP through money card and bank accounts, as well as their associated costs, and proposes a mechanism for the expansion of digital payments, including the institutional processes, timeline, scope, and costs.

Payment Schedule:

Product 1	Fourth since contract signature	20%
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Product 2	Sixth month since contract signature	40%
Product 3	10th month since contract signature	40%

Requirements:

- **Citizenship:** You are a citizen of one of our 48 member countries
- **Consanguinity:** You do not have relatives (up to the fourth degree of consanguinity and second degree of affinity, including the spouse) who work in the IDB Group
- **Education:** Bachelors degree in Finance, Business Administration, or related fields. Masters degree in related fields highly desired.
- **Experience:** 5 years of experience in the design, execution and supervision of financial management programs and knowledge of fintech solutions.
- **Language:** Fluent English

General and technical competencies:

- Experience in the preparation of design documents and preparation of social programs
- Good communication skills, proactivity, leadership and ability to work in a team.

Summary:

- **Type of contract:** PEC
- **Length of the contract:** 40 nonconsecutive days during 6 months
- **Beginning date:** On the signature of the contract
- **Location:** Country of Residence with travel to Suriname
- **Responsible:** Carolina Freire (SPH/CPN)

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