



LEG/SGO/JA-1861439-09

Dr. Maitland Evans  
President  
International University of the Caribbean  
47 Old Hope Rd Kingston 5  
Jamaica

Ref: Nonreimbursable Technical Cooperation No.  
ATN/ED-11447-JA. Kingston Inner-City  
Competitiveness Initiative: A Social Capital  
Dialogue.

Dear Dr. Evans:

This letter of agreement (the “Agreement”) between the International University of the Caribbean of Jamaica, (hereinafter the “Beneficiary”), and the Inter-American Development Bank (hereinafter the “Bank”), which we hereby submit for your consideration, formalizes the terms of a nonreimbursable technical cooperation to the Beneficiary, for an amount of up to one hundred thousand dollars of the United States of America (US\$100,000), which shall be chargeable to the Social Capital, Ethics and Development Fund (hereinafter the “Contribution”). The resources of the Contribution shall be used to finance the contracting of consulting services and procurement of goods necessary for the execution of a technical cooperation program to support the Kingston inner city competitiveness initiative (hereinafter the “Program”), a description of which is set forth in the Annex of this Agreement. Unless otherwise stated in this Agreement, the term “dollars” shall hereinafter refer to the currency of legal tender in the United States of America.

This Agreement is entered into pursuant to the Donor Agreement signed between the Royal Ministry of Foreign Affairs of Norway and the Bank, dated September 14, 2005, for the establishment of the Social Capital, Ethics and Development Fund.

The Bank and the Beneficiary agree upon the following:

**First. Components of the Agreement.** This Agreement consists of this part one, referred to as the “Special Conditions”; part two, referred to as the “General Conditions”, and the Annex, which are attached hereto. The prevalence between the above-mentioned Sections and Annex is established in Article 1 of the General Conditions.

**Second. Executing Agency.** The Executing Agency of this Program shall be the Beneficiary, hereinafter referred to as indistinctively the “Beneficiary” or “Executing Agency”.

**Third. Conditions Prior to First Disbursement.** The first disbursement of the resources of the Contribution shall be subject to the fulfillment, to the satisfaction of the Bank, of

the conditions set forth in Article 2 of the General Conditions, and to the presentation of the Program Work Plan.

**Fourth. Reimbursement of Expenditures Chargeable to the Contribution.** With the consent of the Bank, resources of the Contribution may be used to reimburse expenditures incurred or to finance those that may be incurred in the Program on or after December 17, 2008, and up to the date of this Agreement, provided that requirements substantially similar to those set forth in this Agreement have been fulfilled.

**Fifth. Deadlines.** (a) The period for execution of the Program shall be fifteen (15) months, from the effective date of this Agreement.

(b) The period for the last disbursement of the resources of the Contribution shall be seventeen (17) months from the effective date of this Agreement, which shall include the period required for the payment of independent auditors referred to in Article 11 of the General Conditions. Any part of the Contribution which has not been utilized within this period shall be canceled.

(c) The aforementioned deadlines and any others that may be stipulated in this Agreement may be extended, when duly justified, with the written consent of the Bank.

**Sixth. Total Cost of the Program and Additional Resources.** (a) The Beneficiary undertakes to make timely provision, of the resources required, in addition to the Contribution, for the complete and uninterrupted execution of the Program, hereinafter referred to as the "Counterpart Resources." The total amount of Counterpart Resources required is estimated to be the equivalent of twenty five thousand dollars (US\$25,000), to make up a sum equivalent to one hundred and twenty five thousand dollars (US\$125,000), which is estimated to be the total cost of the Program. These estimates do not reduce the obligation of the Beneficiary to provide any additional resources required to complete the Program.

(b) The Counterpart Resources provided by the Beneficiary, which will be in kind, shall be used to finance the cost categories which are chargeable to it, as established in the Program's budget set forth in the attached Annex.

**Seventh. Recognition of Expenses Chargeable to the Counterpart Resources.** The Bank may recognize, as part of the local contribution, expenditures incurred or which may be incurred in the Program on or after December 17, 2008, and up to the date of this Agreement, provided that requirements substantially similar to those set forth in this Agreement have been fulfilled.

**Eighth. Currencies for Disbursements.** The Bank shall disburse the Contribution in US dollars. The Bank may convert these convertible currencies into other currencies, including the local currency by applying the exchange rate indicated in Article 7 of the General Conditions.

**Ninth. Acquisition of goods and services.** The acquisition of goods and related services (different from consulting services) will be carried out by the Executing Agency in

accordance with the provisions set forth in Document GN-2349-7 (“Policies for the Procurement of Works and Goods Financed by the Inter-American Development Bank”) dated July, 2006. The Executing Agency confirms its familiarity with the provisions of Document GN-2349-7 and will be able to use the price comparison procurement method.

**Tenth. Selection and contracting of consulting services.** The selection and contracting of consulting services will be carried out by the Executing Agency in accordance with the provisions set forth in Document GN-2350-7 (“Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank”) dated July, 2006. The Executing Agency confirms its familiarity with those provisions of Document GN-2350-7. The Executing Agency will be able to use the procedure set forth in Section II of Document GN-2350-7 as well as any other competitive method set forth in Sections III and V of said document. For purposes of paragraph 2.6 of Document GN-2350-7, the short list of consultants whose contracts are estimated to be below two hundred thousand dollars (US\$200,000), could be composed in its entirety by local consultants.

**Eleventh. Procurement Plan.** Before starting any competitive bidding process or any request for proposals for the acquisition of goods and services (different from consulting services) and consulting services, respectively, the Executing Agency shall prepare and furnish to the Bank for its approval, a Procurement Plan acceptable to the Bank setting forth: (a) the particular contracts for consulting services required to carry out the Project, including the estimated cost of each contract, and the proposed methods for acquisition of goods and selection of consultants’ services, in accordance with paragraphs 1 of Appendixes 1 of the Procurement of Goods and Consultants Policy referred to in paragraphs Tenth and Eleventh of these Special Conditions. This Plan shall be updated every six (6) months during the execution of the Project or as needed throughout the duration of the Project, and each updated version shall be submitted to the Bank’s approval. The Executing Agency shall implement the Procurement Plan in the manner in which has been approved by the Bank.

**Twelfth. Review by the Bank.** Unless the Bank agrees otherwise in writing, each contract for the acquisition of goods and consulting services shall be subject to an ex-ante review, in accordance with the procedures set forth in paragraphs 2 and 3 of Appendixes 1 of the Procurement of Goods and Consultants Policy.

**Thirteenth. Information Disclosure.** The Beneficiary undertakes to notify the Bank, in writing, within a maximum period of ten (10) working days from the date of signature of this Agreement, whether it considers any part of the Agreement to be confidential or sensitive, or information that may adversely affect relations between the Beneficiary and the Bank or between private sector clients and the Bank, in which case the Beneficiary undertakes to identify those provisions considered as such. In accordance with the Bank’s Disclosure of Information Policy, the Bank will make the text of this Agreement available to the public once it has been signed and has entered into effect, with the sole exception of that information which the Beneficiary has specifically identified as confidential, sensitive or adverse to relations with the Bank in the manner indicated in this paragraph.

**Fourteenth. Notice.** Any notice, request, or communication from one party to another by virtue of this Agreement shall be made in writing and shall be considered to have been made when the relevant documents are delivered to the addressee, unless the parties otherwise agree in writing. If to the Beneficiary, such notice shall be addressed to the same address indicated above. If to the Bank, such notice shall be addressed to:

Inter-American Development Bank  
1300 New York Avenue, N.W.  
Washington, D.C. 20577  
U.S.A.

Facsimile: (202) 623-3096

Please confirm your acceptance of the terms and conditions of this Agreement, in representation of the Executing Agency, by signing and returning one of the originals to the Bank's Country Office in Kingston.

This Agreement shall be signed in two (2) originals of equal tenor by duly authorized representatives, and will enter into force on the date of its signature by the Executing Agency.

Yours Faithfully,

/s/ Gerard Johnson

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Gerard Johnson  
Representative in Jamaica

Accepted:

International University of the Caribbean

/s/ Maitland Evans

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Maitland Evans  
President

Date: May 11, 2009

**GENERAL CONDITIONS APPLICABLE TO  
NONREIMBURSABLE TECHNICAL COOPERATIONS**

**Article 1. Application and Scope of General Conditions.** (a) These General Conditions set forth terms and conditions generally applicable to all nonreimbursable technical cooperations made by the Bank, and their provisions form an integral part of this Agreement. Any exception to these General Conditions shall be expressly stated in the text of the Special Conditions.

(b) If any provision of the Special Conditions or of the Annex or Annexes should present any inconsistency or contradiction with these General Conditions, the provisions of the Special Conditions or the corresponding Annex shall prevail. In case of inconsistencies or contradictions between the Special Conditions and the corresponding Annex or Annexes, specific provisions shall prevail over general provisions.

**Article 2. Conditions Prior to First Disbursement.** (a) The first disbursement of the Contribution shall be subject to the fulfillment of the following requirements, by the Beneficiary, directly or through the Executing Agency:

- (i) designation of the person or persons authorized to represent it in all acts relating to the execution of this Agreement, and submission to the Bank of authenticated specimen signatures of such persons. If two or more officials are designated, the designation shall indicate whether they may act severally or jointly;
- (ii) submission to the Bank of a request for disbursement, justified in writing; and
- (iii) presentation to the Bank of a timetable for use of the Counterpart Resources.

(b) If within one hundred and eighty (180) days from the effective date of this Agreement, or within such longer period as the parties may agree in writing, the conditions precedent to the first disbursement established in this Article and in the Special Conditions have not been fulfilled, the Bank may terminate this Agreement by giving notice to the Beneficiary.

**Article 3. Disbursement Procedure.** (a) The Bank shall make disbursements of the Contribution to the Beneficiary, through the Executing Agency, each time it requests such disbursements and provides justification, to the Bank's satisfaction, for the expenses to be paid with the Contribution resources.

(b) At the request of the Beneficiary, through the Executing Agency, and provided that the requirements set forth in paragraph (a) above, in Article 2 and in the Special Conditions have been satisfied, the Bank may establish a revolving fund with the Contribution resources, which the Beneficiary, through the Executing Agency, shall utilize to cover eligible Program expenses charged against the Contribution. The Beneficiary, through the Executing Agency, shall inform the Bank about the status of the revolving fund within a period of sixty (60) days from the closing date of each semester.

(c) The Bank may replenish the revolving fund entirely or in part as the resources are used, if the Beneficiary, through the Executing Agency, so requests and presents to the Bank's satisfaction, a detailed statement of expenses charged to such fund, together with the supporting documents thereof and a justification for such request. The detailed statement of expenses shall be submitted according to the catalog of accounts indicated in the Annex of this Agreement, which describes the Program.

**Article 4. Expenditures Chargeable to the Contribution.** The Contribution shall exclusively finance those eligible expenses which are set forth in the Program budget contained in the Annex that describes the Program. Only direct and actual Program expenses may be charged to the Contribution. Indirect or general operating expenses, which are not included in the Program budget, cannot be charged to the Contribution.

**Article 5. Request for Final Disbursement.** The Executing Agency shall present the final request for disbursement of the Contribution, accompanied by the appropriate supporting documentation, to the Bank's satisfaction, at least thirty (30) days before the expiration of the disbursement period referred to in the Special Conditions of this Agreement, or of any extension thereto that the parties may have agreed upon in writing. This final request for disbursement shall include the supporting documentation required for payment of the auditing services mentioned in Article 11 of these General Conditions.

**Article 6. Suspension and Cancellation of Disbursements and Other Measures.** (a) The Bank may suspend the disbursements or cancel the Contribution if any of the following circumstances occurs: (i) the failure of the Beneficiary to fulfill any obligation stipulated in this Agreement; (ii) if it is determined at any stage that evidence is sufficient to support a finding that an employee, agent, or representative of the Beneficiary, Executing Agency or Contracting Agency, has engaged in an act of fraud and corruption during the bidding process, negotiation of a contract, or the execution of the contract; or (iii) any circumstance which, in the Bank's opinion, may render unlikely the attainment of the objectives of the Program. Under these circumstances, the Bank shall notify the Executing Agency in writing so that it may present its points of view, and after thirty (30) days from the date of the Bank's notice, it may suspend the disbursement or cancel the undisbursed portion of the Contribution.

(b) Pursuant to paragraph (a) above, the parties agree that upon the occurrence of institutional or organizational changes within the Executing Agency, which, in the Bank's opinion, might affect the timely execution of the Program's objectives, the Bank shall review and evaluate the likely attainment of the objectives and may at its discretion, suspend, condition or cancel the disbursements of the Contribution.

(c) The Bank may cancel the part of the Contribution pertaining to the procurement of certain goods, works or related services, or consulting services, if it determines at any time that: (i) the procurement was carried out without following the procedures set forth in this Agreement; or (ii) representatives of the Beneficiary, Executing Agency or Contracting Agency have committed any acts of fraud and corruption, either in the process of selecting the supplier or consultant or in the negotiation or execution of the respective contract, and the Beneficiary has not taken timely and

remedial measures, observing the due process guarantees of the legislation of the Beneficiary's country, which are acceptable to the Bank.

(d) For the purposes of the above paragraph, acts of fraud and corruption shall be understood to include, but not be limited to, acts of: (i) a corrupt practice is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the actions of another party; (ii) a fraudulent practice is any act or omission, including a misrepresentation, which misleads, or attempts to mislead, a party in order to obtain a financial or other benefit or to avoid an obligation; (iii) a coercive practice is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or property of the party to influence the actions of a party; and (iv) a collusive practice is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party.

(e) If, in accordance with the administrative procedures of the Bank, it is demonstrated that any firm, entity or individual bidding for or participating in a Bank-financed Program including, *inter alia*, Beneficiary, bidders, suppliers, contractors, sub-contractors, applicants, consultants, Executing Agency or Contracting Agency (including their respective officers, employees and agents) has engaged in an act of fraud or corruption, the Bank may:

- (i) decide not to finance any proposal to award a contract or a contract awarded for works, goods, related services and consultant services financed by the Bank;
- (ii) suspend disbursement of the Contribution as described in Article 6 (a) above of these General Conditions if it is determined at any stage that evidence is sufficient to support a finding that an employee, agent or representative of the Beneficiary, Executing Agency or Contracting Agency has engaged in an act of fraud or corruption;
- (iii) cancel, the portion of the Contribution earmarked for a contract as described in Article 6 (c) above of these General Conditions, when there is evidence that the representative of the Beneficiary has not taken the adequate remedial measures within a time period which the Bank considers reasonable, and in accordance with the due process guarantees of the Beneficiary country's legislation;
- (iv) issue a reprimand in the form of a formal letter of censure of the firm, entity or individual's behavior;
- (v) issue a declaration that an individual, entity or firm is ineligible, either permanently or for a stated period of time, to be awarded or participate in contracts under Bank-financed Programs except under such conditions as the Bank deems to be appropriate;
- (vi) refer the matter to appropriate law enforcement authorities; and/or
- (vii) impose other sanctions that it deems to be appropriate under the circumstances, including the imposition of fines representing reimbursement of the Bank for costs

associated with investigations and proceedings. Such other sanctions may be imposed in addition to or in lieu of other sanctions.

(f) The imposition of any action to be taken by the Bank pursuant to the provisions referred to above may be public or private.

(g) The provisions established in the precedent paragraphs (a) and (c) shall not affect the disbursement by the Bank of any amounts which the Bank by specific written agreement with the Beneficiary, Executing Agency or Contracting Agency, as the case may be, has agreed to provide from the resources of the Contribution to make payments to a supplier of goods and related services or consultant services. The exceptions set forth in this paragraph (g) shall not apply if the Bank determines that acts of fraud and corruption occurred with respect to the procurement of, or the negotiation or execution of the contract for, such goods and related services or consultant services.

**Article 7. Exchange Rate for Programs Financed with Funds Expressed in Dollars of the United States of America.** (a) Disbursements:

- (i) The equivalence in dollars of the United States of America of other convertible currencies in which the disbursements of the Contribution might be made, shall be calculated applying the exchange rate in effect in the market on the date of the disbursement; and
- (ii) the equivalence in dollars of the United States of America of the local currency, or other non-convertible currencies, in the case of regional Programs, in which the disbursements of the Contribution might be made, shall be calculated applying, on the date of the disbursement, the exchange rate established pursuant to the understanding in force between the Bank and the respective country for the purpose of maintaining the value of its currency, or other non-convertible currencies, in the case of regional Programs, held by the Bank.

(b) Expenses:

- (i) The equivalence in Dollars of the United States of America of an expenditure made with convertible currencies shall be calculated applying the exchange rate in effect in the market on the date in which payment is rendered for the expenditure in question.
- (ii) The equivalence in Dollars of the United States of America of an expenditure made in local currency, or in other non-convertible currencies, in the case of regional Programs, shall be calculated applying, on the date in which payment is rendered for the expenditure in question, the exchange rate established pursuant to the understanding in force between the Bank and the respective country for the purpose of maintaining the value of its currency held by the Bank.
- (iii) For purposes of subparagraphs (i) and (ii) above, it is understood that the date of payment for the expenditure, is the date on which the Beneficiary, the Executing



Agency, or any other natural or legal person to whom the right to make expenditures has been delegated, makes the respective payments to the contractor, consultant or supplier.

**Article 8. Exchange Rate for Programs Financed with Funds Constituted in Convertible Currencies Other than the US Dollar.** (a) Disbursements. The Bank may convert the disbursed currency chargeable to the resources of the trust fund indicated in the Special Conditions in:

(i) other convertible currencies applying the exchange rate in effect in the market on the date of the disbursement; or

(ii) the local currency or other non-convertible currencies, in the case of regional Programs, applying, on the date of the disbursement, the following procedure: (A) the equivalence of the currency of the trust fund indicated in the Special Conditions shall be calculated in Dollars of the United States of America, applying the exchange rate in effect in the market; (B) next, the equivalence of these Dollars of the United States of America shall be calculated in local currency or other non-convertible currencies, in the case of regional Programs, applying the exchange rate established pursuant to the understanding in force between the Bank and the respective country for the purpose of maintaining the value of its currency held by the Bank.

(b) Expenses: (i) The equivalence in the currency of the trust fund, indicated in the Special Conditions, of an expenditure made with convertible currencies shall be calculated applying the exchange rate in effect in the market on the date in which payment is rendered for the expenditure in question.

(ii) The equivalence in the currency of the trust fund, indicated in the Special Conditions, of an expenditure made in local currency or other non-convertible currencies, in the case of regional Programs, shall be calculated in the following manner: (A) the equivalence in Dollars of the United States of America of such expenditure, applying, on the date in which payment is rendered for the expenditure in question, the exchange rate established pursuant to the understanding in force between the Bank and the respective country for the purpose of maintaining the value of its currency held by the Bank; (B) next, the equivalence in the currency of the trust fund indicated in the Special Conditions of the value of the expenditure in Dollars of the United States of America, shall be calculated applying the exchange rate in effect in the market on the date in which payment is rendered for the expenditure in question.

(iii) For purposes of subparagraphs (i) and (ii) above, it is understood that the date of payment for the expenditure, is the date on which the Beneficiary, the Executing Agency, or any other natural or legal person to whom the right to make expenditures has been delegated, makes the respective payments to the contractor, consultant or supplier.

**Article 9. Other Contractual Obligations of Consultants.** In addition to the special requirements included in the Special Conditions, Annex or Annexes and in the respective terms of reference, the Executing Agency agrees that contracts signed with Consultants shall also specify the Consultants' obligations to:

(a) provide any clarifications or additional information that the Executing Agency or the Bank consider necessary with respect to the Consultants' reports required under the terms of reference set forth in their respective contracts;

(b) provide the Executing Agency and the Bank with any additional information as they may reasonably request concerning the performance on their work;

(c) in the case of international consultants, perform their work in an integrated manner with the local professional staff assigned or contracted by the Beneficiary to participate in the execution of the Program, with a view to carrying out technical and operational training of such staff by the conclusion of the work;

(d) assign copyrights, patents and any other form of industrial property right to the Bank in cases where such rights result from the work and documents carried out by the Consultants under the consulting contracts financed with resources of the Program; and

(e) notwithstanding paragraph (d) above, in order to obtain a timely dissemination of the results of the Program, the Bank authorizes the Beneficiary, or the Executing Agency, to make use of the products resulting from the consulting services financed with the resources of the Program, with the understanding that the Beneficiary, or the Executing Agency, shall utilize such consulting products under the terms set forth in Article 15 of these General Conditions.

**Article 10. Acquisition of Goods and Services.** (a) The Beneficiary may acquire, chargeable to the Contribution, the goods and services (other than consulting services) required for the execution of the Program, in an amount not to exceed the allocation specified for that purpose in the budget set forth in the Annex that describes the Program.

(b) When the goods acquired and services (other than consulting services) contracted for the Program are entirely financed with local counterpart contribution, the Beneficiary shall, whenever possible, follow procedures that allow the participation of several bidders, and shall take into account principles of economy, efficiency and price reasonability.

(c) When sources of financing other than resources of the Contribution or of the Counterpart Resources are used, the Beneficiary may agree with the financing entity the procedure to be followed for the acquisition of goods and services. Notwithstanding, at the Bank's request, the Beneficiary shall prove the reasonability of both the price agreed upon or paid for the acquisition of such goods and services, and of the financial conditions of such credits. The Beneficiary shall likewise demonstrate that the quality of the goods meets the technical requirements of the Program.

(d) During the execution of the Program, the goods referred to in subsection (a) above shall be used exclusively for the execution of the Program.

(e) The goods included in the Program shall be adequately maintained according to generally accepted technical standards, at a level compatible with the services that they should provide.

**Article 11. Financial Statements.** (a) When the period for execution of the Program exceeds one (1) year, and the amount of the Contribution exceeds one million five hundred thousand Dollars of the United States of America (US\$1,500,000), the Beneficiary, through the Executing Agency, undertakes to submit, to the Bank's satisfaction:

- (i) annual financial statements, and one final financial statement, regarding Program expenditures charged to the Contribution and to the Counterpart Resources. These financial statements shall be audited by independent public accountants acceptable to the Bank, in accordance with procedures satisfactory to the Bank;
- (ii) the annual financial statements shall be presented no later than ninety (90) days following the close of each year of execution, beginning with the year that corresponds to the fiscal year in which disbursements of the Contribution begin; and the final financial statement shall be presented no later than ninety (90) days following the date of the last disbursement of the Contribution, with the exception of the disbursement of the resources necessary to cover the cost of the auditing services referred to in this Article. These time periods shall only be extended with the written consent of the Bank; and
- (iii) the Bank may suspend disbursements of the Contribution, if it does not receive, to its satisfaction, the annual financial statements within the periods stipulated in paragraph (ii) above, or within any extension of these periods it may have authorized.

(b) When the period for execution of the Program does not exceed one (1) year, or the amount of the Contribution is equal to or less than the equivalent of one million five hundred thousand Dollars of the United States of America (US\$1,500,000), the Beneficiary, through the Executing Agency, undertakes to submit to the Bank's satisfaction, and within ninety (90) days following the date of the last disbursement of the Contribution, with the exception of the disbursement of the resources necessary to cover the cost of the auditing services referred to in this Article, a financial statement of Program expenditures charged to the Contribution and to the Counterpart Resources, audited by independent public accountants acceptable to the Bank and in accordance with procedures satisfactory to the Bank.

**Article 12. Internal Control and Records.** The Beneficiary, the Executing Agency, or the Contracting Agency, as the case may be, shall maintain an appropriate system of internal accounting and administrative controls. The accounting system shall be organized so as to provide the necessary documentation to permit the verification of transactions and facilitate the timely preparation of financial statements and reports. The records of the Program shall be maintained for a minimum of three (3) years after the date of final disbursement of the Contribution, in such a way that: (a) make it possible to identify the sums received from the various sources; (b) show, in accordance with the catalogue of accounts approved by the Bank, the investments in the Program, both with the resources of the Contribution and with the other funds to be provided for its complete execution; (c) include

sufficient detail to show the works performed, the goods acquired and the services contracted, as well as the utilization of such works, goods and services; (d) such documents include documentation relating to the bidding process and the execution of the contracts financed by the Bank including, but not limited to, bid requests, bid packages, summaries, bid evaluations, contracts, correspondence, work product and drafts, and invoices, including documents relating to the payment of commissions, and payments to agents, consultants and contractors; and (e) show the cost of the investments in each category and the progress of the Program.

**Article 13. Inspections.** (a) The Bank may establish such inspection procedures as it deems necessary to assure the satisfactory development of the Program.

(b) The Beneficiary, the Executing Agency and the Contracting Agency, if any, shall permit the Bank to inspect at any time the Program, the equipment and materials involved therein, and to examine such records and documents as the Bank may deem pertinent. The personnel which the Bank shall send or designate as investigators, agents, auditors or experts for this purpose shall receive the complete cooperation of the respective authorities. All the costs relating to transportation, salaries, and other expenses of such personnel shall be borne by the Bank.

(c) The Beneficiary, the Executing Agency or the Contracting Agency, as the case may be, shall, upon request of an authorized representative of the Bank, provide to the Bank any documents, including procurement-related documents, that the Bank might reasonably request. In addition, the Beneficiary, the Executing Agency and the Contracting Agency shall make their personnel available, upon reasonable notice, to respond to questions from Bank personnel, which arise during the review or audit of such documents. The Beneficiary, the Executing Agency or the Contracting Agency, as the case may be, shall produce the documents in a timely manner or shall submit an affidavit to the Bank setting forth the reasons why the requested material is unavailable or is being withheld.

(d) If the Beneficiary, the Executing Agency or Contracting Agency, as the case may be, refuses to comply with the Bank's request, or otherwise obstructs the Bank's review of the matter, the Bank in its sole discretion, may take appropriate action against the Beneficiary, Executing Agency or Contracting Agency, as the case may be.

**Article 14. Other Commitments.** The Beneficiary, through the Executing Agency shall also:

(a) provide the Consultants and local experts with secretarial services, offices, office supplies, communication services, transport and any other logistical support required for the execution of their work;

(b) present to the Bank a copy of the Consultants reports and their comments thereof;

(c) provide the Bank with any other additional information or legal reports as it may reasonably request concerning execution of the Program and the use of the Contribution and the Counterpart Resources; and

(d) keep the Bank's Representative in the respective country or countries informed of all aspects of the Program.

**Article 15. Publication of Documents.** Any document issued under the Bank's name or logotype, as part of a special Program, joint program, research Program or any other event financed with the resources of the Program intended for publication, shall be previously approved by the Bank.

**Article 16. Supervision in the Field.** Without prejudice to the supervision of the Program activities performed by the Executing Agency, the Bank may supervise the Program in the field through its Country Office in the country or countries as it may designate for such purpose.

**Article 17. Limitation of the Bank's Obligation.** It is understood that the granting of the Contribution by the Bank does not constitute any obligation whatsoever to totally or partially finance any program or Program that may be undertaken directly or indirectly as a result of the execution of the Program.

**Article 18. Arbitration.** For the solution of any controversy which may arise hereunder and which is not resolved by agreement of the parties, said parties shall unconditionally and irrevocably submit to the following arbitration procedure and award:

(a) **Composition of the Tribunal.** The Arbitration Tribunal shall be composed of three (3) members, to be appointed in the following manner: one by the Bank, another by the Beneficiary, and a third, hereinafter called the "Referee", by direct agreement between the parties or through their respective arbitrators. If the parties fail to agree on who shall be the Referee, or if one of the parties fails to appoint the Referee, the Referee shall be appointed, at the request of either party, by the Secretary General of the Organization of American States. If either of the parties fails to appoint an arbitrator, he shall be appointed by the Referee. If either of the appointed arbitrators or the Referee is unwilling or unable to act or to continue to act, his successor shall be appointed in the same manner as for the original appointment. The successor shall perform the same functions and shall have the same powers as his predecessor.

(b) **Initiation of the Procedure.** In order to submit the controversy to arbitration the claimant shall address to the other party a written communication setting forth the nature of the claim, the satisfaction or compensation sought, and the name of the arbitrator it has appointed. The party receiving such communication shall, within forty-five (45) days, notify the adverse party of the name of the person it has appointed as arbitrator. If, within thirty (30) days after delivery of such notification to the claimant, the parties have not agreed upon the person who is to act as Referee, either party may request the Secretary General of the Organization of American States to make the appointment.

In cases of Agreements with Argentina, the parties agree that prior paragraphs (a) and (b), where it reads: "Secretary General of the Organization of American States", it shall read instead: "President of the International Court of Justice."

(c) **Convening of the Tribunal.** The Arbitration Tribunal shall be convened in Washington, District of Columbia, on the date designated by the Referee and, once convened, the Tribunal itself shall decide when it shall meet.

In cases of Agreements with Argentina, the parties agree that this paragraph (c) shall read instead: “The Arbitration Tribunal shall be convened at the place and date it designates and, once convened, it shall meet on the date decided by the Tribunal.”

(d) **Procedure.**

- (i) The Tribunal shall be competent only to hear the matter in controversy. It shall adopt its own procedures and may on its own initiative designate whatever experts it considers necessary. In any case, it shall give the parties the opportunity of making oral presentations.
- (ii) The Tribunal shall proceed ex aequo et bono, basing itself on the terms of this Agreement, and shall issue an award even if either party should fail to appear or to present its case.
- (iii) The award shall be in writing and shall be adopted with the concurrent vote of at least two of the members of the Tribunal. It shall be handed down within sixty (60) days from the date on which the Referee has been appointed, unless the Tribunal determines that, due to special and unforeseen circumstances, such period should be extended. The parties shall be notified of the award by means of a communication signed by at least two members of the Tribunal. The parties agree that any award of the Tribunal shall be complied with within thirty (30) days from the date of notification and it shall be final and not be subject to any appeal.

(e) **Costs.** The fees of each arbitrator shall be paid by the party which appointed him and the fees of the Referee shall be paid by both parties in equal proportion. Prior to the convening of the Tribunal, the parties shall agree on the remuneration of any other person who by mutual agreement, they deem should participate in the arbitration proceedings. If such agreement is not reached in a timely manner, the Tribunal itself may determine the compensation reasonable for such person under the circumstances. Each party shall defray its own expenses in the arbitration proceedings but the expenses of the Tribunal shall be divided and borne equally by both parties. Any doubt regarding the division of expenses or the manner in which they are to be paid shall be determined, without appeal, by the Tribunal.

(f) **Notification.** All notifications regarding the arbitration proceeding or to the award shall be made in the manner provided in the present Agreement. The parties expressly waive any other form of notification.

In cases of Agreements with Ecuador, the parties agree that, for the purposes of notification, this paragraph (f) shall read: “All notifications regarding the arbitration proceeding or to the award, shall be made in the manner provided in the Agreement. The parties expressly waive any other form of notification. Notwithstanding the foregoing, any party delivering a notification hereunder must also notify the Attorney General (Procurador General del Estado) of Ecuador.”

## **THE ANNEX**

### **THE PROGRAM**

#### **Kingston Inner-City Competitiveness Initiative: A Social Capital Dialogue**

##### **I. Objective**

- 1.01** The goal of the Program is to develop the social capital necessary for the re-development and re-vitalization of downtown Kingston. The objective of the project is to contribute to the development of a Social Compact (that is, a Social Agreement between lead actors in the society and the community) that builds on Local Area Agreements (based on the neighborhood's vision of the strategic ideal they intend to achieve) and current plans for economic investments for downtown Kingston.

##### **II. Description**

- 2.01** The Program will bring together the key stakeholders required to maximize the possibility of success of the Inner City redevelopment processes. The intention is to create a social network via a stakeholder dialogue that brings together disaffected youth, the unemployed, NGOs working on the issues, CBOs, the private sector establishment, and city and national government.
- 2.02** The resources of the Program will be used to finance the following components:

##### **Component 1. Community Mapping and Asset Analysis**

- 2.03** This component consists of the following activities:
- a. Definition of the geographic boundaries of the community to be engaged and designation of the streets which border the area. Review of the existing organizations that operate in the community – NGOs, private sector, government and external projects activities since 2000.
  - b. Description of the perceived needs of the community, including: (i) area demographics and life situation, (ii) food, housing, clothing, education, safety, job training, counseling, spiritual needs, etc., (iii) identification of people to assist, and (iv) identification and survey of residents and programs serving the area.
  - c. Definition of the Assets in the Community through a community market Drill Down profile. A pioneering market analysis model built on innovative sources of dependable, business-oriented data used to reveal the hidden strengths of traditionally undervalued communities. The Drill

Down profile challenges the negative stereotypes that have historically defined inner-city neighborhoods. Poverty and deficiency data are replaced with business indicators of market strength. Outdated census and modeled data will be enhanced with current economic and demographic information. Some of the best private market analysis models -- designed for the suburban market -- are adapted to respond to the unique characteristics of the inner city in order to capture hidden populations, economies and micro-market opportunities that exist below the radar of traditional market information sources.

- d. Design of a proposal for an improved distribution of resources/services to community.
  - i. Resources/skills and services to match described needs.
  - ii. Development of programs that could allow people to build relationships.
  - iii. Establish criteria for interacting with other agencies.
  - iv. Establish relationships with other agencies, which wish to participate.
  - v. Educational help, budget counseling, job opportunities, legal help, relief (food, clothes, shelter), training of different types, etc.
- e. Assign responsibilities in the community, especially among the youth, to continue its development and assist in the formation of leadership.

## **Component 2. Community Vision and Local Area Agreement**

- 2.04** Imagine Kingston” has three main objectives: (a) promote the engagement of the communities in decisions about the future of their local area and ensure that the views of traditionally under-represented groups are obtained and incorporated; (b) serve in an ambassadorial role for the constituency and promote the image of downtown Kingston outside its boundaries; and (c) develop a partnership to achieve maximum benefit to the downtown community from the sources of funding available.
- 2.05** Imagine Kingston” is designed as a three-step model to develop a continual, forward-moving approach for the citizens of downtown Kingston to take action and create their desired community. The first step involves citizens examining their present community and choosing to renew it at "Sense of Community" Forums. Community volunteers are then invited to join a steering committee and begin the Imagine Kingston Process.
- 2.06** The second step is a “Futures Dialogue” process where community members define the vision for Kingston in 2020 or beyond. To achieve diversity and develop new community leaders, a goal of 20% participation of the community should be set as a target in this process. People of all ages, including school-age children and the elderly, should be included. Young people could play a critical



role in engaging the elderly by interviewing them and developing intergenerational perspectives. The dialogue process would be constructed based on situational contours and may include methodologies such as appreciate enquiry, futures conversations, and open space. Young people would also be engaged through creating processes in the schools located within or at the boundaries of the communities included in the program. The result of the “Futures Dialogue” process is a two to three-page vision scenario statement that would be presented at public meetings and other settings, such as the community theater and local media for consultation. This scenario statement is brief and easy to understand, so all citizens can refer to it as their own blueprint of the future of downtown.

- 2.07** The third step is the Local Area Agreement (LAA) that sets out the priorities for the community. The main objective of the LAA is 'to deliver genuinely sustainable communities through better outcomes for local people' so as to focus efforts and resources on agreed priority outcomes. LAA work should help reduce bureaucracy, enhance efficiency, improve central and local Government relations with the community and enhance the community leadership role. Once adopted, the vision and the LAA became the map for the citizens to develop a Social Compact with other stakeholders.

### **Component 3. Community Social Component**

- 2.08** The development of a Social Compact will require a series of stakeholder consultations that bring together community level advocates with members of the private sector, and public sector officials and political establishment (local and national). The process would benefit from the creation and implementation of a permanent process for ongoing citizen-directed community development and dialogue. The steering committee could evolve from a community nonprofit organization that continues to work with citizen action teams, with local government, and, when needed, to re-engage the community to update the vision.
- 2.09** Community Visions and LAA would set the backdrop for the articulation of the community's viewpoint with the private sector and other agencies working in the community. The Community Asset Maps developed through consultants would also provide information to guide the private sector perspective in analyzing emerging market opportunities in a revitalized inner city. The Social Compact would be derived from a series of consultations, whose process will be defined during the Project Execution Phase of the Project.

### **III. Total Cost of the Program**

- 3.01** The estimated cost of the Program is one hundred and twenty five thousand dollars (US\$125,000), in accordance with the following budget:

Budget  
(in US\$)

Item	IDB (SCE) US\$	Local Counterpart US\$	Total US\$
Expert #1 – Project Manager	30,000		30,000
Expert #2 – Community Spec. (Gender Focus)	15,000		15,000
Expert # 3 – Urban Development Experts (Local)	15,000		15,000
Expert # 4 – Urban Revitalization Expert (US Based NGO)	15,000		15,000
Expert # 5 – Community Dialogue Expert (US Based NGO)	10,000		10,000
Expert # 6 – Community Organizers	11,500		11,500
Publication and Dissemination		10,000	10,000
Miscellaneous	3,500		3,500
General Local Support		15,000	15,000
<b>Total</b>	<b>100,000</b>	<b>25,000</b>	<b>125,000</b>

#### **IV. Execution**

- 4.01** The Executing Agency (EA) of the Program will be the International University of the Caribbean, which will be responsible for day to day operations of the Program. For the execution of the Program, the EA will establish a Technical Working Group to consist of representatives from the local government, national government, statutory bodies and private sector organizations active in the central business district under study.
- 4.02** The Technical Working Group will serve as a Advisory Group to the EA and will ensure the buy-in of key stakeholders critical for the success of the Program and deflect potential conflicts that might arise in such processes. Given the highly participatory nature of the Program, the EA will detail the Operations of the Technical Working Group as part of the Project Work Plan.

#### **V. Evaluations**

- 5.01** A results-based monitoring and reporting framework will be utilized to conduct a final evaluation of the Program's outputs at the end of the Program. Findings will be presented in a final analytical report which will include best practices for future Bank programming, if necessary.
- 5.02** Project Reports. Four reports are anticipated for the Program: (i) the Program Work Plan which shall include: Project Time Table; Short List of Consultants; Agreements for Technical Advisory Committee; and Project Map Scope. (ii) the Project Initiation Report which will include report of Training of Trainers and Process Design; (iii) the Mid-Term Report will include Outputs from Imagine Kingston Process e.g. scenarios, essays etc. as well as Drill Down Asset Maps and Final Plans for the Development of the Social Compact; and (iv) the Final Report will include the final versions of all documents developed; training program workbooks; reports on all workshops etc.; and copies of the social compact.

## **VI. Action Plan**

**6.01** The consulting services required for the execution of the Program will be contracted to (a) conduct community mapping and asset review; (b) do Drilldown Analysis; (c) conduct Community Workshops and Stakeholder analysis; and (d) Manage the process and assist in creation of social marketing campaign to assist in value generation for the project.

**6.02** Required Outputs include:

- a. Community Asset Maps and Review.
- b. Imagine Kingston Scenarios.
- c. Drilldown Analysis.
- d. Stakeholder Consultation Processes Report.
- e. Social Compact.

**6.03** Duration:

- a. Project Manager – 12 (15/18) months part time basis.
- b. Community Development Specialists – 2 consultants for 7/8 months part-time each.
- c. Urban Revitalization Experts – 3 months part time.
- d. Community Dialogue Expert – 3 months part time.
- e. Community Organizers – 4 @ 3 months part time each (Intergenerational, Gender-balanced team).

**6.04** Project Phasing: The Program encompasses four phases: a) Process Design; b) Training of the Trainers and Process Initiation; c) Process Execution; d) Project Evaluation. Ongoing monitoring would be facilitated through the articulation of the Work Program and benchmarks to be defined in the Process Design Phase.