

**Terms of Reference for Human Resource and Change
Management Consultancy for the establishment of the Office of
the Water Resources Management (OWRM) at the Ministry of
Public Utilities**

1. Background

Trinidad and Tobago's water sector is undergoing significant transformation, propelled by the 2022 Cabinet approval of the National Integrated Water Resources Management Policy (NIWRMP). This proactive initiative, spearheaded by the Ministry of Public Utilities (MPU), lays the groundwork for a comprehensive overhaul of the nation's water management practices. At the heart of this policy, lies the establishment of an independent water resources entity, vested with the authority to holistically oversee the management of the country's water resources.

A key aspect of this transformation involves restructuring the governance framework of the Water and Sewerage Authority (WASA). Outdated legislation, such as the Water and Sewerage Act (1965), Chap 54:40, is being revised to separate water resources management functions from water supply and sewerage services. Currently, WASA's dual role in both regulation and management of freshwater resources poses conflicts of interest and hinders principles of good water governance and resource sustainability.

The existing Water Resources Agency (WRA), established in 1976 as a temporary measure within WASA, operates within this framework. However, it reports to the CEO of WASA and primarily supports water production, overlooking critical aspects like demand management, conservation, and efficiency. Recognizing these shortcomings, the NIWRMP advocates for an autonomous water resources entity, leading to the establishment of the Office of Water Resources Management (OWRM) under the MPU.

A pivotal aspect of this shift involves the MPU establishing an OWRM as a distinct department within the MPU. This decision to establish the OWRM as approved by Cabinet, is aimed at implementing the NIWRMP and managing the distribution of responsibilities that exist across various government entities, state authorities, educational institutions, and NGOs for water resources management. Importantly, the OWRM's functions will be clearly segregated from those responsible for water supply and distribution as currently administered by the WASA and thereby, empowering it to, amongst other things, to:

- (a) administer the water abstraction licensing system and diligently regulate the issued licenses; and
- (b) effectively manage, monitor, and regulate the nation's invaluable water resources.

This institutional realignment marks Trinidad and Tobago's commitment to sustainable water resource management, bringing it in line with global standards. By establishing the OWRM as a separate department, the government aims to streamline Integrated Water Resources

Management (IWRM) across various entities and empower the OWRM to administer licensing and regulate water resources effectively.

In support of this transition, the MPU plans to enlist a human resource and change management consultant to facilitate the establishment of the OWRM. This consultant will engage in the development of a talent acquisition plan and other tasks necessary for the effective management of the country's water resources, ensuring a smooth and successful implementation of the NIWRMP.

1.1 Programme Details

The Inter-American Development Bank (IDB) Loan Operation for the National Water Sector Transformation Programme (NWSTP) was signed on March 7, 2023, between the Government of the Republic of Trinidad and Tobago and the IDB. The NWSTP has a general objective to improve the efficiency, quality, sustainability and resilience of potable water supply service and water security in Trinidad and Tobago. The specific objectives are to: (i) improve operational efficiency and reliability of water supply services; (ii) improve quality of water services for underserved communities in Trinidad and Tobago (iii) develop capacity and provide institutional strengthening to the MPU and WASA to improve governance and sustainable management of water resources. The NWSTP has three (3) main components as follows:

Component 1: Water Stabilization and Improvement - This component will finance the development of a comprehensive program to urgently stabilize water supply services to prevent further service decline throughout the country and to improve quality of water service in underserved communities with a level of service below 24/3.

Component 2: Support for Water Sector Transformation – This component will support capacity development and institutional strengthening of the MPU and WASA to improve governance and sustainable management of water resources. In addition, it will support the separation of the functions of water resources management from WASA and implementation of Integrated Water Resources Management (IWRM).

Component 3: Network Optimization – This component will finance urgent priority works to optimize network performance and reduce non-revenue water. These works will be executed through a Co-Management Performance Based Contract with a specialized consulting firm (CF). The CF will be required to prepare and commence the implementation of a Non-Revenue Water Reduction Strategy and Programme for the country. The CF will also provide strategic advice and technical support to the Executive Team of WASA in the transformation of WASA.

To this end, the *Human Resources and Change Management Consultancy for the Establishment of the Office of Water Resources Management at the Ministry of Public Utilities* is being funded as part of Component 2 of the IDB Loan Programme.

2. Current State

Given the imperative for modernizing the institutional framework, there is an evident necessity for a comprehensive framework to support the implementation of a new organization/entity which will be responsible for the integrated management of the water resources within Trinidad and Tobago (IWRM) This new organization will also be responsible for the principles and clarification of the roles and responsibilities within the water sector.

Presently, the establishment of the OWRM under the MPU is progressing. This concerted effort involves a Working Group tasked with setting up the OWRM, alongside the MPU and WASA's Human Resources Department. Together, these entities are collaboratively shaping the required institutional framework to effectively implement the National Integrated Water Resources Management Policy (NIWRMP). This collaborative approach underscores the commitment to tackling water management challenges comprehensively, leveraging human resources and change management expertise to institute a robust framework in line with global standards.

3. General Objective of the Consultancy

The Human Resource and Change Management consultant's primary objective is to provide sound, technical strategic human resource and change management expertise to support the MPU with respect to talent acquisition for the OWRM for the effective management of the country's water resources. The consultant will also contribute to the design and implementation of effective human resource policies, procedures, and systems and ensure the optimal utilization of human capacity in the operationalisation of the OWRM.

4. Scope of Services

The work to be provided by the Human Resource and Change Management consultant will focus on the development of a comprehensive talent acquisition strategy/plan that outlines the final organisational structure, final job descriptions, recruitment process, candidate(s) selection and hiring, on boarding and performance management system needed to establish the OWRM. The strategy/plan should incorporate recommendations for talent acquisition from the pool of expertise that currently exist in other government agencies such as WRA, WASA,

etc., and to the extent required, identify competency gaps and design strategies to bridge those gaps through training, development and performance management. The Human Resource and Change Management consultant will also be required to provide expert advice on the institutional structure, governance arrangements, and decision-making processes of the OWRM. The Consultant will also be required to lead the recruitment of a Management Consultant. The Management Consultant will be responsible for guiding the process for the establishment of the OWRM.

The Human Resource and Change Management Consultant will undertake the following tasks in collaboration with the Human Resources Divisions of the MPU and WASA. This collaboration aims to ensure that the critical functions currently existing in the Water Resources Agency and required within the new entity are effectively incorporated into the OWRM. The Management consultant will also collaborate with the Public Management Consulting Division (PMCD) as this Division plays a crucial role in organizational design and development within the Public Sector. It is proposed that the consultancy services be executed in three (3) phases as follows:

Phase 1 - Project Initiation

- (a) Conduct inception meetings with the executing agency and key stakeholders upon commencement of the project to -
 - (i) review the process for conducting all activities within the project;
 - (ii) determine roles and responsibilities of project team members;
 - (iii) discuss the basis on which consultancy works will be executed; and
 - (iv) finalize the methodology, work breakdown structure, project schedule for all project deliverables, identification of any risks and mitigation strategies and any other relevant details for the implementation of deliverables.

Note: This shall be documented in an Inception Report and presented to key stakeholders.

Phase 2 - Stakeholder Consultation and Talent Acquisition Plan

- (b) Review the Cabinet approved NIWRM Policy and all other relevant existing documentation, plans, and strategies provided by the MPU that relates to the institutional setup of a water resources management entity. This shall be documented in a Document Review Report;
- (c) Conduct key stakeholder consultations and consult with subject matter experts. Presentation of findings and recommendations based on Document Review to key

stakeholders and obtain feedback. This shall be documented in a Stakeholder Workshop Report;

(d) Draft:

- i. Talent Acquisition Plan, clearly articulating outlines of the final organisational structure, final job descriptions, recruitment process, candidate(s) selection and hiring, on boarding and performance management system needed to establish the OWRM;
- ii. Talent Retention Plan for the OWRM that may include (at minimum) approaches for employee engagement, recognition and rewards system, brand and culture building;
- iii. Change Management Strategy/Plan to provide guidance to the MPU and other partners on the change management strategy for the OWRM and functional separation to implement the prescriptions of the IWRM Policy; and
- iv. Compensation Analysis for the OWRM Staff based on the packages of similar national and regional organisations, public service guidelines and the current proposals for compensation of the positions in the water resources management entity.

(e) Present the draft plans, strategies and analyses to key stakeholders, and revise the same based on the feedback of the stakeholders;

(f) Prepare submission of design and structure of the OWRM for submission to the Public Management Consulting Division (PMCD), Ministry of Public Administration;

(g) Lead the recruitment of a Management Consultant, who will be responsible for guiding the process for the establishment of the OWRM.

Phase 3 - Presentation and Final Report

- i. The consultant will be required to make presentation(s) based on approval of the aforementioned plans for the establishment of the OWRM as a Division within the MPU;
- ii. The Consultant will prepare and submit a **Final Report**. The Final Report will contain a clear and concise summary of the activities undertaken, inputs, outputs, conclusions, recommendations and lessons learnt.

The Consultant is to undertake the following tasks:

1. Review existing documents, plans, and strategies on the institutional setup of a water resources management entity and provide recommendations for revision of the approach.
2. Develop a comprehensive talent acquisition strategy/plan that outlines the final organisational structure, final job descriptions, recruitment process, candidate(s) selection and hiring, on boarding and performance management system needed to establish the OWRM. The strategy/plan should incorporate recommendations for talent acquisition from the pool of expertise currently existing in other government agencies such as WRA, WASA, etc.
3. Prepare a compensation analysis for the OWRM Staff based on the packages of similar national and regional organisations, public service guidelines and the current proposals for compensation of the positions in the water resources management entity.
4. Prepare the design and structure of the OWRM for submission to the Public Management Consulting Division (PMCD), Ministry of Public Administration.
5. Provide guidance to the MPU and other partners on the change management strategy for the OWRM and functional separation to implement the prescriptions of the IWRM Policy.
6. Develop a talent retention plan for the OWRM that may include (at minimum) approaches for employee engagement, recognition and rewards system, brand and culture building.

The assignment will have the following deliverables:

| No. | Deliverables | Delivery Timeframe (Working Days) | Review Period (Working Days) | Payment Amount | Report Details |
|-----|---|--|---------------------------------------|---|---|
| 1. | <p>Inception Report and Presentation to Key Stakeholders:</p> <ul style="list-style-type: none"> • Based on a review of existing documents, plans, and strategies on the institutional setup of a water resources management entity in Trinidad and Tobago. | 20 | 10 | Ten percent (10%) of contract price payable upon approval of Deliverable 1. | Electronic MS Word and PDF. Two (2) hard bound copies |

| No. | Deliverables | Delivery Timeframe (Working Days) | Review Period (Working Days) | Payment Amount | Report Details |
|-----|--|--|---------------------------------------|--|--|
| | <ul style="list-style-type: none"> Including recommendations for revision of the approach | | | | |
| 2. | <p>Comprehensive Talent Acquisition Plan/ Strategy for establishing the OWRM, including but not limited to:</p> <ul style="list-style-type: none"> Organisational Structure Job Descriptions Recruitment Process On Boarding and Performance Management System Change Management Strategies | 40 | 20 | Thirty percent (30%) of contract price payable upon approval of Deliverable 2. | Electronic MS Word and PDF. Two (2) hard bound copies of Deliverable 2 |
| | <p>Stakeholder Consultations and Presentation: Presentation of Draft Comprehensive Talent Acquisition Plan/ Strategy for establishing the OWRM to key stakeholders and obtain feedback.</p> | 1 | 1 | | |
| 3. | <p>Compensation Analysis/Plan</p> | 20 | 10 | Twenty percent (20%) of contract price payable upon approval of | Electronic MS Word and PDF. Two (2) hard bound copies of Deliverable 3 |

| No. | Deliverables | Delivery Timeframe (Working Days) | Review Period (Working Days) | Payment Amount | Report Details |
|-----|--|--|---------------------------------------|--|--|
| | | | | Deliverable 3. | |
| 4. | Talent Retention Plan, including but not limited to: <ul style="list-style-type: none"> • Approaches for Employee Engagement • Recognition and Rewards System • Brand and Culture Building • Capacity and Competency Building | 20 | 10 | Twenty percent (20%) of contract price payable upon approval of Deliverable 4. | Electronic MS Word and PDF. Two (2) hard bound copies of Deliverable 4 |
| | Stakeholder Consultations and Presentation: Presentation of Draft Compensation Analysis Plan and Talent Retention Plan/ Strategy for the OWRM to key stakeholders and obtain feedback. | 1 | 1 | | |
| 5. | Technical Support/Guidance: <ul style="list-style-type: none"> • Lead the MPU's preparation for PMCD approval of the OWRM. • Lead the recruitment of a Management Consultant, who will be responsible for guiding the process | 30 | | Twenty percent (20%) of contract price payable upon approval of Deliverable 5 and 6. | Technical Support to be provided for Deliverable 5 and submission of Electronic MS Word and PDF and Two (2) hard bound copies of |

| No. | Deliverables | Delivery Timeframe (Working Days) | Review Period (Working Days) | Payment Amount | Report Details |
|-----|---|--|---------------------------------------|-------------------|-------------------|
| | <p>for the establishment of the OWRM.</p> <ul style="list-style-type: none"> • Provide guidance to the MPU and other partners on the implementation of proposed change management strategy for the OWRM and functional separation to implement the prescriptions of the IWRM Policy. • Provide support for the drafting of the Standard Operating Procedures • Other related technical tasks, as required. | | | | Deliverable 6 |
| 6. | <p>Presentation of Final Report: Prepare and deliver PowerPoint presentation to key stakeholders</p> | 20 | 10 | | |

5. Characteristics of the Consultancy

The characteristics of this consultancy are outlined as follows:

- (a) **Type of Consultant:** Individual Consultant selection based on qualifications (ICQ);
- (b) **Contract Duration:** Nine (9) calendar months after signing of contract. The assignment will tentatively start in July/August 2024; and

- (c) **Place(s) of work:** MPU and Consultant's work office. If not local, a minimum of three (3) missions to Trinidad and Tobago are expected with approximately five (5) business days on the ground per mission.

6. Requirements Skills and Core Competencies

The Consultant will be expected to possess the following:

Qualifications:

- MSc/MBA or post graduate level qualification in Human Resources Management or any related discipline from an accredited institution.
- BSc. in human resources, organizational development, business administration, or a related field.
- Preference will be given to certification in project management, change management and stakeholder engagement.
- Minimum of ten (10) years' experience in Human Resources Management.
- Experience working on at least two (2) project that involved organisational transformation.
- At least five years of proven experience in human resources management, organisational planning and/or change management preferably in the water sector or a similar public utility context.
- At least five years of extensive knowledge and experience of human resources and management principles, functions, methods, and best practices.
- At least five years of knowledge and experience of industrial relations, labour law, regulations, compensation, and relevant best practices.
- Working knowledge across multiple CARICOM government organizations preferably in Trinidad and Tobago.
- Knowledge and experience pertinent to water resources management.
- Working knowledge of projects funded by Inter-American Development Bank, World Bank, United Nations or similar multilateral organizations.

Knowledge and Experience:

- Solid understanding of the water sector and its challenges, opportunities, and stakeholders.
- Awareness of the legal and regulatory framework governing water resources management in Trinidad and Tobago and the region.
- Knowledge of the latest trends and developments in human resources and change management.

Skills and Abilities:

- Excellent communication (oral and written), interpersonal, and presentation skills.

- Ability to conduct research, analysis, and proficiency in report writing.
- Skilled in negotiation, mediation and arbitration.
- Ability to plan, organize, direct and co-ordinate the human resource related activities.
- Project management skills to effectively plan, coordinate and execute HRM initiatives.
- Strong analytical skills with the ability to apply and interpret policy directives within the relevant legal framework.
- Ability to work within a team and maintain effective working relationships.
- Ability to design and implement effective human resources and change management strategies and plans.
- Ability to work collaboratively with various partners and stakeholders.
- Ability to handle multiple tasks and prioritize effectively.
- Proficiency in Microsoft Office and human resources IT systems.

7. Compulsory Compliance

- Eligibility: as per Policies for the Selection and Contracting of Consultants Financed by IDB 1.13 of GN-2350-15) as per information on Eligible Countries at Annex IV.
- No Conflict of Interest: as per 1.11 of GN-2350-15.
- Not Sanctioned by the Bank: IDB's Group List of sanctioned firms and individuals <https://www.iadb.org/en/who-we-are/transparency/sanctions-system/sanctioned-firms-and-individuals>

8. Supervision and Reporting Requirements

Working Relationship and Contractual Arrangements:

The consultant will be working under the overall supervision of the MPU's Working Group for operationalisation of the OWRM and will report to the Chair of the Working Group with dotted line reporting to the Permanent Secretary (PS) of the MPU. The PS is responsible for approval and execution of all contractual matters.

The consultant will be under the obligation of confidentiality. Information, data, database, knowledge resources in the forms of briefings, reports, and such documentation issued by and for the MPU will be the MPU's property, and require permission for use and disclosure.

Additionally, the consultant will be required to work/consult with the PMCD, Ministry of Public Administration in executing this consultancy. All submissions must be in English Language, delivered via the form and media stated by the MPU and delivered on the date requested and addressed to:

Program Manager

TRINIDAD AND TOBAGO NATIONAL WATER
SECTOR TRANSFORMATION PROGRAM
Tel: 662-2303 Ext 5311

9. Responsibility of the Client

The MPU, as the Executing Agency for the Project, shall support the implementation of this consultancy. Accordingly, the MPU shall -

- (a) Facilitate the arrangements for interviews and provision of access to project documents, and other relevant existing documentation, plans, and strategies that relate to the institutional setup of a water resources management entity as required. Efforts will also be made to have the Consultant provided with relevant reports, information and contacts from other key stakeholders;
- (b) Provide a Counterpart Team to guide the implementation of the Consultancy; and
- (c) Provide relevant and appropriate information as required by the Consultant.

10. Responsibility of the Consultant

The Consultant will -

- (a) Absorb all other expenses including direct staff, office space and facilities, computer systems and software, telecommunication systems, travel expenses, hard copy report deliveries and any other incidentals;
- (b) Undertake the activities of the consultancy utilizing primarily their own resources;
- (c) Respect and adhere to the proposed time-frames;
- (d) Conduct meetings with stakeholders in a professional, responsible manner;
- (e) Ensure the validity and reliability of any instruments and tools developed and/or utilized by the Consultant for training, workshops and sessions; and
- (f) Ensure the confidentiality of all aspects of the process/consultancy.

11. Working Language

The working language shall be English.

12. Confidentiality

The consultant shall not, except as authorized by the MPU or required by the stipulated duties under the contract, use for the consultant's own benefit or gain or divulge to any persons, firm, company or other organization whatsoever, any confidential information belonging to the Government of the Republic of Trinidad and Tobago or relating to the affairs or dealing which may come to the provider's knowledge during the engagement. This restriction shall cease to apply to any information or knowledge which may subsequently come into the public domain other than in breach of this clause.

13. Ownership

All data, records, reports and other documents prepared by the consultant, or obtained from whatever source in connection with carrying out the functions of this position, shall become and remain the property of the MPU. The service provider shall not later than upon termination or expiration of the contract, deliver all such documents to the MPU together with a detailed inventory thereof. The consultant may retain a copy of such documents but shall not use them for purposes unrelated to this contract without prior written approval of the MPU.

Annex I:

Selection Criteria

| | SELECTION CRITERIA | MAXIMUM POINTS |
|----------|--|-----------------------|
| 1 | Academic Qualification | 20 |
| | MSc./MBA in Human Resources Management & Bachelor's Degree in human resources, organizational development, business administration, or a related field | 15 |
| | Certification in change management and stakeholder engagement. | 5 |
| 2 | General Experience | 25 |
| | <i>Minimum of ten (10) years' experience in Human Resources Management</i> | |
| | Over Ten (10) years' work experience | 10 |
| | Ten years' work experience | 5 |
| | <i>Experience working on at least two (2) projects that involved organizational transformation</i> | |
| | Over two projects | 10 |
| | Two Projects | 5 |
| | <i>Experience and knowledge of human resources management principles, functions, methods, and best practices</i> | |
| | Over Five (5) years' work experience | 5 |
| | Five (5) years' work experience | 3 |
| 3 | Specific Experience | 30 |
| | <i>At least Five (5) years' experience as a human resources consultant, preferably in the water sector or a similar public utility context.</i> | |
| | More than five years (5) related experiences | 30 |
| | Five (5) years related experience | 25 |
| 4 | Adequacy for the Assignment | 25 |
| | a) <i>At least five (5) years of knowledge and experience of organizational planning and change management</i> | |
| | Over five (5) years' experience in organizational planning & change management | 10 |
| | Five (5) years' experience in organizational planning & change management | 5 |
| | b) <i>At least five years of knowledge and experience of industrial relations, labour law and compensation</i> | |
| | Over five (5) years' experience | 5 |
| | Five (5) years' experience | 3 |
| | c) <i>At least five years of knowledge and experience of relevant HR laws, regulations and best practices</i> | |
| | Over five (5) years' experience | 5 |
| | Five (5) years' experience | 3 |
| | d) <i>Working knowledge of projects funded by Inter-American Development Bank, World Bank, United Nations or similar multilateral organizations</i> | 5 |
| | | |

Annex II

Expression of Interest Submission Letter

[Location, Date]

To: Programme Manager
National Water Sector Transformation Program
Ministry of Public Utilities
Golden Grove Road
Piarco

Dear Sirs:

I, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your advertisement dated [Insert Date] and my Submission. I am hereby submitting my Expression of Interest.

I hereby declare that all the information and statements made in this Expression of Interest are true and accept that any misrepresentation contained in it may lead to my disqualification.

I undertake, if my Expression of Interest is accepted, to initiate the consulting services related to the assignment as per the Terms of Reference.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Address:

Annex III

Curriculum Vitae Format

| | |
|---------------------------------------|---|
| Name of Consultant Services | Human Resources and Change Management Consultancy for the Establishment of the Office of Water Resources Management at the Ministry of Public Utilities |
| Name of Individual Consultant: | <i>[Insert full name]</i> |
| Date of Birth: | <i>[day/month/year]</i> |
| Nationality | |

Education: *[List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained]*

Experience relevant to the Assignment: *[Experience related to the services and tasks performed; professional skills according to the assignment requirements, and knowledge of administrative systems and government organisation within the country of the Client and Region. List previous positions relevant to the Assignment starting with present position, list in reverse order, provide dates, name of contracting organization, titles of positions held, types of activities performed that best illustrate capability to handle the services/tasks and location of the assignment, and contact information of previous clients who can be contacted for references. Past position that is not relevant to the assignment does not need to be included.]*

| Period | Contracting organization and Title/Position; Contact Information for References | Country | Summary of Key Activities performed relevant to the Assignment |
|---------------------------------|--|----------------|---|
| <i>[e.g., May 2005-present]</i> | <i>[e.g., Ministry of, advisor/consultant to... For references: Tel.../e-mail.....; Mr. Bb, Deputy Minister]</i> | | |
| Etc. | | | |
| | | | |

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Consultant contact information : [*e-mail*....., *phone*.....]

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, experience, skills and knowledge and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to termination by the Client, and/or sanctions by the Bank.

Name of Consultant Signature Date[*day/month/year*]

| | Yes | No |
|---|-----|----|
| (i) This CV correctly describes my qualifications, experience, skills and knowledge | | |
| (ii) I am employed by the Executing or the Implementing Agency | | |
| (iii) I was part of the team who wrote the Terms of Reference for this consulting services assignment | | |
| (iv) I am currently debarred by a multilateral development bank (If yes, identify who) | | |

I confirm that I will be available to carry out the assignment for which my CV has been submitted in accordance with the Scope of Services and Consultant’s Reporting Obligations set out in the Terms of Reference.

Annex IV:

Eligible Countries

This section lists the Bank's member countries, as well as the criteria to determine the nationality of consultants.

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

Eligible Territories are:

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

Nationality and origin of Goods and Services Criteria

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

Nationality:

An individual is considered to be a national of a member country of the Bank if he or she meets either of the following requirements:

- i. is a citizen of a member country; or
- ii. has established his/her domicile in a member country as a “bona fide” resident and is legally entitled to work in the country of domicile.