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| Title | Procurement and Tendering Policy and Procedures |
| Reference Number | PTG-01-14 |
| Approval Date | <i>8 October 2014</i> |
| Administrative Responsibility | Team Leader Finance |
| Approver |  Secretary General |

1 POLICY

1.1 Purpose

- (1) To provide the guiding principles and framework for the Secretariat's procurement of goods, services, and capital works.
- (2) This policy is part of a set of policies and procedures that deal collectively with the procurement of goods, services and capital works and the award of grants. A diagram illustrating this framework is provided in clause 3.3.
- (3) This policy repeals the Procurement Policy and Procedures, Consultancy Policy and Procedures and the Purchasing Policy and Procedures.

1.2 Scope

- (1) This policy applies to the procurement, tendering and purchasing of all goods, services and capital works within the Secretariat.
- (2) Unless permitted otherwise by written approval of the Secretary General, all staff must abide by this policy.
- (3) Non-compliance with this policy and the other set of policies and procedures that deal collectively with the procurement of goods, services and capital works will be treated very seriously by the Secretariat. It may affect individual performance review evaluations and could constitute misconduct. In particular, the award of contracts to family and friends is strictly prohibited unless the relevant procedures have been followed. For further guidance on conduct, staff should refer to the Secretariat Code of Conduct and Values.

1.3 Definition

In this policy, the following words and phrases have the following meanings:

“capital works” means either the construction or design of a building or civil engineering works;

“emergency” means an event or situation:

- (a) which may give rise to immediate risk to life, property or equipment; or
- (b) where standards of public health, welfare or safety have to be re-established without delay;

“goods” means all items of movable property including computer software and publications;

“poor planning” means the inadequate allocation of time and attention to a task under this policy that could reasonably be foreseen and actioned in advance, relative to that staff member’s expected capabilities;

“services” means any technical advice, technical assistance, studies or consultancies.

1.4 Policy

1.4.1 Statements

1.4.1.1 Procurement principles

In procuring all goods, services and capital works under this policy, responsible staff must take into account the following principles:

(a) Value for money

- (i) Value for money underpins the procurement process to ensure the best available procurement outcome is achieved.
- (ii) Value for money is determined by evaluating proposals for a particular procurement activity against the applicable evaluation criteria and assessing all relevant risks, costs and benefits on a whole of life basis.
- (iii) A decision on price alone does not represent best value for money.
- (iv) When assessing a proposal, the Secretariat must be aware of the whole of life cost of the goods, capital works or services.
- (v) A procurement decision must be based not only on the purchase price but on the costs of using the product to ensure that the total cost of ownership covers both the acquisition cost of the product and the operating and maintenance costs over the product’s life.



- (vi) The Secretariat must efficiently and effectively manage its resources.
- (vii) Application of this principle may involve assessing whether productivity, innovation, greater choice, or lower price outweigh the benefits of maintaining stability, trust and effective working relationships with existing service providers.

(b) Probity and ethical behaviour

- (i) The Secretariat must ensure that probity and ethical behaviour govern the conduct of all procurement activities.
- (ii) All staff involved in the procurement process must comply with standards stipulated in the Secretariat Code of Conduct and Values.

(c) Responsible financial management

- (i) The principle of responsible financial management must be applied to all procurement activities.
- (ii) To give effect to this principle:
 - the availability of funds must be established prior to the commencement of any procurement activity;
 - all procurement activities must be authorised within the financial delegations as determined by the Delegations Policy and Procedures and the set of procurement policies as stipulated in clause 3.3; and
 - every effort must be made to contain the costs of the procurement process without compromising any of the procurement principles.

(d) Fair and consistent dealings

In all procurement activities, the Secretariat must act and be seen to be acting in a fair, impartial, open and unbiased manner, including the following:

- communicating with affected or interested parties involved in the procurement process;
- identifying evaluation criteria and deciding how the criteria will be weighted;
- fairly and consistently applying the advertisement and evaluation process.

(e) Confidentiality

- (i) Confidentiality must be maintained at all times.
- (ii) The Secretariat must respect the sensitivity of information provided during the procurement process and must not disclose any information that may influence the bids of potential bidders.



- (iii) Notwithstanding sub-clauses (i) and (ii), where the Secretariat is required to consult with and disclose confidential information to a third party¹ during the procurement process, the tender documents must clearly specify the reason why this was done.
 - (iv) The scoring of individual bids during the evaluation process must be treated as commercial in confidence, and must not be divulged to any third party during or after the evaluation process unless the Secretariat is obligated to do so under a specific contractual obligation or understanding with the specific donor partner.
 - (v) Staff may, if requested to by a bidder, disclose the ranking and aggregate score allocated to that bidder during the evaluation process.
- (f) Conflict of interest**
- (i) Staff must declare any personal interest which may affect or could be perceived to affect their impartiality in any aspect of the procurement process².
 - (ii) Staff must not accept any offer of gifts, hospitality or other incentives from potential bidders during the procurement process.

(g) Recordkeeping

Written records of the procurement process must include key procurement decisions to show that the Secretariat's procurement policies, procedures and guidelines have been observed, that the correct process has been followed, and that due consideration has been given to each bid.

(h) Transparency

Staff must provide to the public and stakeholders tender information and inform all bidders of the outcome of the tender process.

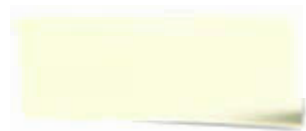
(i) Conflict of rules

- (i) Where a financing agreement or understanding with a donor partner financing an action necessitates the need for the Secretariat to adopt different procurement rules, those rules must be followed.
- (ii) Notwithstanding subclause (i), in circumstances where the Secretariat has stricter procurement rules, the Secretariat's procurement rules must also be followed.

1.4.1.2 Tendering process

¹ In most cases, this will only occur when a specific donor partner that is financing the action.

² For more information, please refer to the Secretariat Code of Conduct.



- (1) The Secretariat's tendering process to acquire goods, services, and capital works is:
 - (a) founded on the fundamental principles stipulated in clause 1.4.1.1 above;
 - (b) reflects the Secretariat's commitment to providing a robust, competitive and transparent tendering system that gives all interested suppliers the opportunity to tender for work advertised by the Secretariat; and
 - (c) provides the best opportunity for the Secretariat to identify the most suitable supplier for a particular work.
- (2) However, recognising that it may not always be possible or feasible to provide a competitive tender process, this policy also provides limited circumstances where the award of a contract by direct procurement may be justified.
- (3) The procurement of all capital works and goods with an estimated value of over FJD5,000 must be initiated by the Team Leader Properties or Team Leader IT depending on the nature of the goods or work.
- (4) The procurement of goods with an estimated value of less than FJD5,000 may be initiated by a staff member, through the quotation method referred to in clause 1.4.5 below, who must first consult the Team Leader Properties or Team Leader IT depending on the nature of the goods or work.

1.4.2 Procurement methods

- (1) One of the following methods must be used for the procurement of goods, services, and capital works:
 - (a) emergency procurement;
 - (b) direct procurement;
 - (c) quotation;
 - (d) closed tender;
 - (e) open tender:
 - (i) open tender – single stage;
 - (ii) open tender – multi stage.
- (2) Selection of the appropriate method to use depends on the urgency of the need to procure, the expected procurement value, and the level of risk associated with the goods, services, or capital works procured.
- (3) Staff must ensure, irrespective of the method to be used, that before any procurement is undertaken there is a clear idea of what is required and the manner in which it is to be achieved.

1.4.3 Emergency procurement

- (1) In an emergency, where it may not be possible to satisfy the procurement principles and practices of open and effective competition throughout the

procurement process, parts of the procurement process may be dispensed with so that the Secretariat can react quickly to unforeseen events.

- (2) Emergency procurement:
 - (a) involves engagement of the first available supplier that is able to deliver the required goods, services or capital works without inviting competitive tenders.
 - (b) must only be used in genuinely unforeseen circumstances;
 - (c) must be limited to that which is necessary to cope with the emergency;
 - (d) must be approved in advance by the Secretary General.
- (3) Contracts awarded under an emergency procurement must not exceed FJD50,000 for goods or services, and FJD100,000 for capital works.
- (4) Poor planning does not justify using an emergency process.

1.4.4 Direct procurement

- (1) A direct procurement is the process of selecting a supplier without inviting competing tenders.
- (2) Direct procurement can only be used in limited circumstances where there are substantive and well justified reasons for doing so, including the following:
 - (a) the required goods, services or capital works are available from only one source;
 - (b) standardisation or compatibility with existing equipment or services is essential, and can only be achieved through one supplier;
 - (c) there is a legal requirement or directive to use one supplier.
- (3) Details of any market testing that may have taken place confirming that only a single supplier is available for a specific good or service must be included in the request for approval for direct procurement with that supplier.
- (4) Where a direct procurement contract exceeding 12 months is entered into on the basis that only a single supplier is available for a specific requirement, the market is required to be re-tested at the end of every 12 months to confirm that the direct procurement is still justified.
- (5) Contracts awarded under direct procurement processes must not exceed FJD50,000 for goods or services, and FJD100,000 for capital works, unless otherwise approved by the Secretary General.
- (6) Poor planning does not justify using the direct procurement method.
- (7) The use of the direct method must be approved in advance by the Secretary General.



1.4.5 Quotation

- (1) Quotation is the process of selecting a supplier by requesting a quotation.
- (2) All purchases of goods and services and capital works less than FJD1,000 may be purchased on the basis of a single quotation.
- (3) All purchases of goods and services between FJD1,000 and FJD5,000 may be purchased on the basis of 3 quotations.
- (4) All purchases of capital works between FJD1,000 and FJD20,000 may be purchased on the basis of 3 quotations.
- (5) Staff must not intentionally split the costs of goods, services or capital works to circumvent the requirements stipulated in subclause (2), (3) and (4).
- (6) Approval of procurement by quotation must be in accordance with the Delegations Policy and Procedures.
- (7) The quotation process must be used to purchase all air tickets and travel related services unless there is a specific single service contractual arrangement or directive by the Secretariat.

1.4.6 Closed tender

- (1) The closed tender is the process by which call for applications are issued to a predetermined list of suppliers.
- (2) When compiling the list of predetermined candidates, the reason for the choice of suppliers must be documented and justified.

1.4.7 Open tender

- (1) The open tender is the process by which all potential suppliers are given an opportunity to tender and is therefore the preferred way to promote open and effective competition throughout the procurement process.
- (2) The cost of the process (including advertising providing documents and evaluating tenders) must commensurate with the benefits received.
- (3) Preferred supplier relationships for high volume expenditure items must only be entered into after an open tender process.
- (4) Preferred supplier relationships must:
 - (a) be for a maximum of 3 years, with the requirement to reissue the open tender at the end of the 3 years;



- (b) include mechanisms for periodic review of service delivery to ensure that expected service standards are met by the preferred supplier; and
- (c) be documented with a fit-for-purpose agreement that sets out the terms and conditions of the business relationship.

1.4.7.1 Open tender – single stage

- (1) In a single stage open tender process, a request for tenders or request for proposals is advertised without a pre-qualification process.
- (2) A request for proposals is initiated to invite suppliers to make an offer based on functional or performance specifications with scope for variety and innovation.
- (3) A request for tenders is initiated to invite suppliers to make an offer based on a defined and specific statement of requirements, and is most often based on technical highly prescribed specifications.
- (4) The open tender - single stage must be used instead of the open tender – multi stage when there is a clear idea of the approach or specifications to be undertaken.

1.4.7.2 Open tender – multi stage

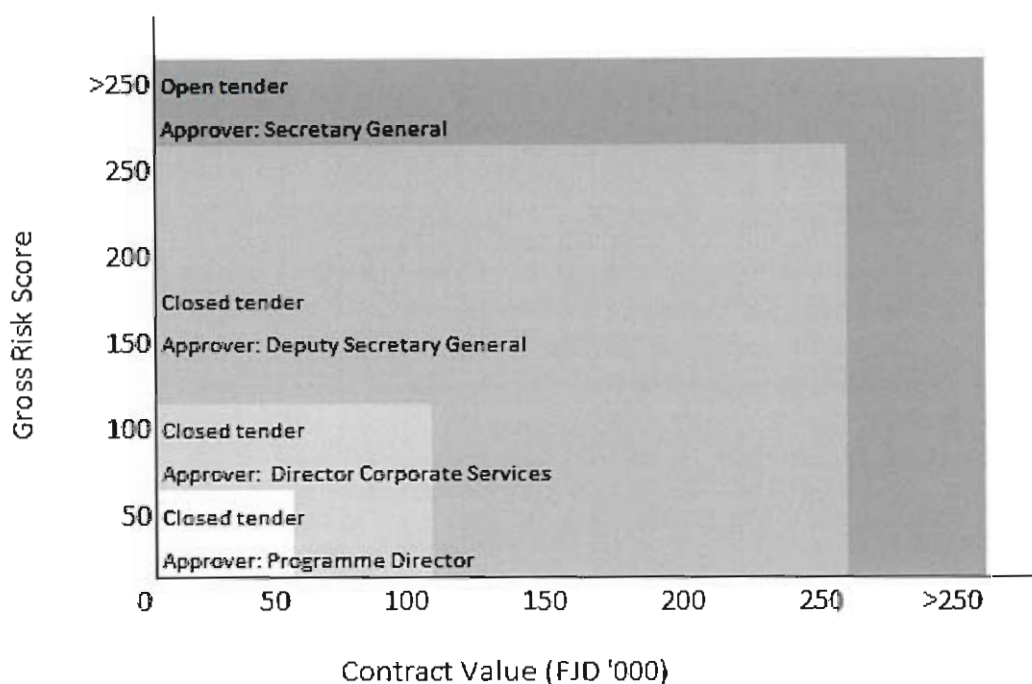
- (1) A multi stage tender allows for the pre-qualification of suppliers based on an initial assessment of their capacity to fulfill a subsequent contract.
- (2) A multi stage tender must be used to reduce the cost of tendering by restricting the issue of formal tenders to those suppliers with demonstrated capability.
- (3) In a multi stage open tender a request for expressions of interest or a request for registration of interest is advertised as the pre-qualification process.

1.4.8 Deciding between closed and open tender

- (1) A decision on the appropriate tender method to follow will depend on:
 - (a) the risk to the Secretariat of failing to effectively undertake the work being tendered; and
 - (b) the expected value of the contract.
- (2) A risk assessment to evaluate the consequences to the Secretariat of failure to effectively perform a contract must be carried out prior to tendering.
- (3) The risk assessment must be in accordance with the Risk Management Guidelines and in the form of the risk assessment template at **Annex 1**.
- (4) Once a gross risk score for the contract is determined from the risk assessment, the procurement method must be determined according to the tender method chart below.



Diagram 1 – Guide for determining tender method



- (5) The procurement method used must be determined on the basis of the expected cost of the goods, services or capital works procured.
- (6) The final cost must determine who gives the final approval for the tender and the final approval must be in accordance with the delegations in the tender method chart above.

1.4.9 Eligibility of tenders

- (1) Staff must determine the basic eligibility criteria for evaluating tenders depending on the terms of reference or the specific requirements of the goods, service, or capital works to be procured.
- (2) Only bidders who meet the following criteria are eligible to take part in tenders issued by the Secretariat:
 - (a) are financially solvent and able to conduct business operations in a professional and successful manner;
 - (b) are not involved in any court proceedings which may affect their ability to conduct business or deliver the goods or services tendered;
 - (c) do not appear on the World Bank's list of 'Listing of ineligible firms' or 'Listing of firm's letters of reprimand' posted at www.worldbank.org.
- (3) The eligibility criteria may include legal and administrative status, specific membership in an association or group, or a specific qualification.



- (4) Former staff of the Secretariat may be considered for consultancy services provided 1 year has lapsed since the expiration/conclusion of their engagement with the Secretariat, except when it is clearly in the Secretariat's interest to retain a particular individual.
- (5) If it is in the Secretariat's interests to engage a particular individual, a written justification for this decision must be made and approved by the Secretary General.
- (6) The eligibility criteria must be developed and included as part of the tender documents for uploading onto the Secretariat's website. It must be communicated to potential bidders before they lodge their bids.

1.4.10 Evaluators

- (1) As part of the initial process to seek approval to undertake a tender, staff must nominate evaluators based on the specifications in the table below:

Table 1 – Composition of evaluators to determine tenders

| Tender Method | Membership |
|----------------------------|---|
| Emergency procurement | One or more persons |
| Direct procurement | One or more persons |
| Quotation | One or more persons |
| Closed tender | One or more persons for expected costs of up to FJD50,000 Expected costs exceeding FJD50,000 should be carried out by at least 3 panel members |
| Open tender – single stage | At least three members with one member from an independent Programme |
| Open tender – multi stage | At least three members with one member from an independent Programme |

- (2) Staff are encouraged to also include an independent person to observe the evaluation process.
- (3) All persons nominated to act as evaluators must satisfy the following:
 - (a) agree to act as an evaluator;
 - (b) possess the necessary skills, competency, and availability to carry out the evaluation;
 - (c) confirm that they have no actual or perceived conflict of interest related to the tender by signing the Declaration of Impartiality and Confidentiality form attached as Annex 2; and
 - (d) agree to abide by the Secretariat Code of Conduct (for independent assessors only).



1.4.11 Evaluation criteria

- (1) As part of the initial process to seek approval to undertake a tender, staff must formulate the evaluation criteria.
- (2) The evaluation criteria for services must be different from that for goods or capital works.
- (3) For consultancy services, the evaluation criteria used must be based on 'best value of money' with an emphasis placed on quality when evaluating applications. The evaluation criteria must be as follows:
 - (a) Evaluation of technical competency must comprise 80% of the total available points, while price will constitute the remaining 20%.
 - (b) The evaluation of technical competency must include, at a minimum an assessment of the following:
 - (i) relevant experience of the firm;
 - (ii) qualifications of individual consultants;
 - (iii) relevant experience of individual consultants;
 - (iv) effectiveness of proposed methodology;
 - (v) effectiveness of proposed timeframes.
- (5) For goods and capital works, the evaluation criteria must be developed by the Team Leader Property Services or the Team Leader IT, depending on the nature of the goods or capital works.

1.4.12 Advertisement and terms of reference

- (1) As part of the initial approval process to undertake a tender, staff must formulate a draft advertisement and terms of reference.
- (2) The advertisement must be drafted in accordance with the Evaluations Policy and Procedures.
- (3) For a consultancy, the terms of reference must include the following:
 - (a) simple and clear definition of the objectives of the assignment to ensure there is complete clarity as to the purpose of the consultancy;
 - (b) clear and concise scope of work providing details of the tasks the consultant is expected to perform in order to give the consultant a good idea of the breadth of work required and any likely impediments or challenges involved;
 - (c) required expertise and estimated inputs;
 - (d) required outputs, reports and timetables.



- (4) For goods or capital works, the technical specifications or scope of work must be developed in consultation with the Team Leader Property Services or the Team Leader IT, depending on the nature of the goods or capital works.

1.4.13 Information management

Staff must ensure that all relevant information produced under this policy is submitted to the Information Management Unit for filing.

2 PROCEDURES

2.1 Approval process (quotation method)

- (1) Staff must raise the goods and services they need ordered through the requisition form provided by the Finance Unit.
- (2) Staff must clearly identify in the requisition form the description of the goods or services required and the quantity. The project code and account code that the goods or services are to be charged to must be clearly identified.
- (3) Approval of procurement by quotation must be in accordance with the Delegations Policy and Procedures.
- (4) Once approved, staff can initiate the procurement of goods and services for less than FJD5,000.
- (5) The procurement of all capital works and goods with a estimated value of over FJD5,000 must be initiated by the Team Leader Properties or Team Leader IT depending on the nature of the capital works or goods.
- (6) Staff are responsible for obtaining the quotations. The supplier must be from the Secretariat's approved list of suppliers.
- (7) The requisition form together with the quotations must be forwarded to the relevant delegate for approval of the selected quotation in accordance with the Delegations Policy and Procedures.
- (8) Once approved, the requisition form together with the quotations must be sent to the Finance Unit to raise the purchase order. A purchase order must be raised for all payments under the quotation method.
- (9) Staff must double check that the purchase order matches the requisition form.
- (10) Staff must then order the goods and services either by quoting the order number or forwarding a copy of the purchase order to the supplier.



- (11) Staff must ensure that the supplier understands that the purchase order number must be quoted on their invoice.

2.2 Approval process (other than the quotation method)

2.2.1 Process to get initial approval

- (1) Staff must submit a request in writing for approval to undertake a tender or to procure under the emergency or direct method.
- (2) The request for approval must specify the preferred method, description of the goods, service or capital work, and the cost and funding source.
- (3) Depending on the pre-award method, the request for approval must provide the following information:
 - (a) for emergency tender: justification in accordance with clause 1.4.3;
 - (b) for direct method: justification in accordance with clause 1.4.4;
 - (c) for closed method:
 - (i) the risk assessment carried in accordance with this policy;
 - (ii) the predetermined list of suppliers;
 - (iii) terms of reference or specifications for the goods, services or capital works being tendered;
 - (iv) the evaluators of the tender;
 - (v) estimated cost and confirmation of funding;
 - (vi) tender evaluation criteria and associated weighting of each evaluation criteria (refer to Engagement Policy for the formulation of the evaluation criteria);
 - (vii) expected timeframes of the tender evaluation process;
 - (d) for open method:
 - (i) the risk assessment carried out in accordance with this policy;
 - (ii) the terms of reference or specifications for the goods, services or capital works being tendered;
 - (iii) the evaluators of the tenders;
 - (iv) estimated cost and confirmation of funding;
 - (v) tender evaluation criteria and associated weighting of each evaluation criteria (refer to Engagement Policy for the formulation of the evaluation criteria);
 - (vi) expected timeframes of the tender evaluation process;
 - (vii) a draft tender advertisement in accordance with the Evaluations Policy and Procedures.

2.2.2 Process after initial approval (emergency and direct procurement)

Where approval is given for the award of a contract by direct or emergency procurement, the staff member must immediately proceed to notify the supplier and commence negotiations in accordance with the Engagement Policy and Procedures.



2.2.3 Process after initial approval (closed and open tender)

- (1) Where approval is given to undertake a closed tender, the staff member must proceed to invite bidders from the predetermined list of preferred suppliers.
- (2) The evaluation of tenders must be in accordance with the Evaluations Policy and Procedures.
- (3) Where approval is given to undertake an open tender, the staff member must proceed to advertise and evaluate the tenders in accordance with the Evaluations Policy and Procedures.
- (4) Once the evaluation process has been concluded, the staff member must submit a request in writing to the authorised signatories for approval of the nominated supplier.
- (5) Where approval is given, the staff member must immediately proceed to notify the successful supplier and commence negotiations in accordance with the Engagement Policy.

2.3 Ex-post publication and contracting

- (1) Unless otherwise required by the donor funding a tender, tenders must be published on the Secretariat's website and other media sources as may be required by the donor.
- (2) The published information must include the names of the successful bidder and the purpose of the tender award.
- (3) Unsuccessful bidders must be notified and thanked for their participation in the tender process. The notification may highlight the strengths and weaknesses of the application.
- (4) Once approval has been given, the responsible staff member must liaise with the Corporate Legal Officer to conclude the relevant agreement with the successful bidder in accordance with the Engagement Policy and Procedures.

2.4 Receipting of goods

- (1) When the goods are delivered, staff must check that the goods match the purchase order and that they are "fit for purpose". If in doubt, staff must liaise with the supplier before accepting the goods.
- (2) If the goods are not the goods ordered or are not "fit for purpose", staff must return the goods to the supplier immediately.

- (3) If the goods received match the purchase order and are “fit for purpose”, the copy of the purchase order must be marked as “goods Received” and signed by the staff member receiving the goods.
- (4) Staff must collate the copy of the purchase order with the delivery documentation, the copy of the requisition and any requisition documentation.
- (5) Staff must then forward the delivery note and the invoice to the Finance Unit

2.5 Payment of invoice

- (1) All supplier invoices must be delivered to the Finance Unit. The Finance Unit must match the invoice to the purchase order or the contract and will make payment to the supplier provided that the following criteria are met (where relevant):
 - (a) the purchase order or contract has been signed off;
 - (b) the description and quantity on the invoice matches the description and quantity on the purchase order or contract; and
 - (c) the cost on the invoice is within 5% of the estimated price on the purchase order or is the same as that stated in the contract.
- (2) Where the conditions under subclause (1) are not satisfied, a copy of the invoice must be referred to the relevant staff member for follow up action.

3 MISCELLANEOUS

3.1 Further Information

- (1) Please contact the Team Leader Finance for general queries.
- (2) For information relating to the management of records under this policy, please contact the Information Management Unit.
- (3) For further information regarding the interpretation of this policy, please contact the Corporate Legal Officer.
- (4) In most circumstances, the Secretariat will have established templates that staff must use as part of this process. Please contact the Team Leader Finance or Corporate Legal Officer for verification.

3.2 Related Policies and Procedures

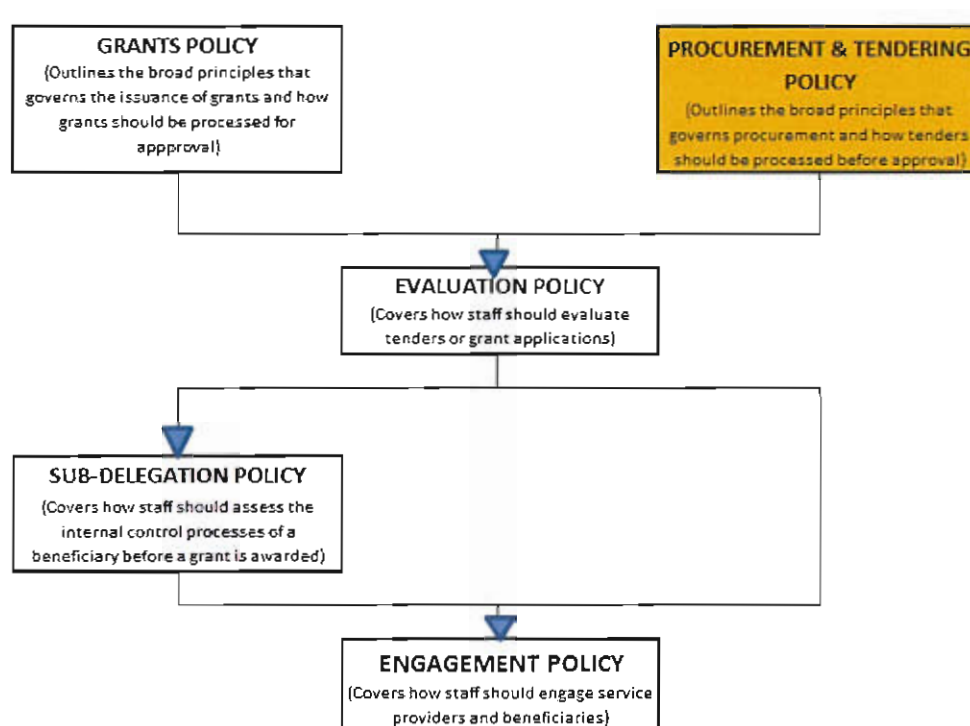
Secretariat’s Code of Conduct and Values
Delegations Policy and Procedures
Engagement Policy and Procedures
Evaluation Policy and Procedures
Grants Policy and Procedures



Risk Management Policy and Procedures
 Risk Management Guidelines and Procedures
 Sub-Delegations Policy and Procedures
 Finance Manual (for specific procedures related to the Finance Unit)
 Properties Manual (for specific procedures related to the Property Unit)

3.3 Procurement and Grants Framework

This diagram illustrates the set of policies and procedures that collectively make up the Secretariat’s procurement and grant framework.



3.4 Document History

| Revision # | Date | Description of changes | Completed By |
|------------|-------------|--|-------------------------|
| 1 | August 2014 | Revision and formatting. Includes provisions that were formerly in the Procurement Policy, Purchasing Policy and Consultancy Policy. | Corporate Legal Officer |



Risk Assessment Template – Threats

| | | | |
|--|----------------|------------------------------------|----------------------|
| Risk Register # | Risk Title: | Risk Owner: | Date of Risk Review: |
| Date risk first identified and assessed: | | | |
| Gross risk assessment | | | |
| Consequence Table 1 | Critical | Severe | Major |
| | Significant | Moderate | Minor |
| Rationale: | | | |
| Likelihood Table 2 | Almost certain | Highly likely | Likely |
| | Possible | unlikely | Highly likely |
| Rationale: | | | |
| Gross risk score Table 3: Consequences x Likelihood | | Risk rating Table 4: | High |
| | | | Medium |
| | | | Low |
| What are our controls on this risk? | | | |
| Risk indicators (how are we measuring effectiveness of our controls?) | | | |
| Residual Risk Assessment | | | |
| Control Effectiveness Table 6 | Excellent | Very Good | Good |
| | Adequate | Unacceptable | Non-existent |
| Rationale: | | | |
| Residual risk score Gross risk score x (1- Control Effectiveness) | | Residual Risk rating Table 5 | High |
| | | | Medium |
| | | | Low |
| Further Actions required: | | | |
| Summary of reassessment: | | | |
| Next review Date | | | |
| Assessment reviewed by SMT (date) | | | |
| Entered into Secretariat risk register (date) | | | |



Declaration of Impartiality and Confidentiality Form

Ihereby declare the following:

- I agree to act as an evaluator for the tender/bid to evaluate *[insert tender/bid subject]*
.....
- I possess the necessary skills, competency and availability to effectively and properly carry out the evaluation;
- I have no known personal or business interest and/or affiliation that would undermine or create an actual or perceived conflict of interest with my participation as an evaluator;
- I will immediately declare any actual or perceived conflict of interest that could arise during the evaluation process;
- I will withdraw from being an evaluator if in the opinion of other evaluators or relevant persons within the Secretariat, my participation as an evaluator compromises the independence and impartiality of the evaluation process; and
- I agree to abide by the Secretariat's Code of Conduct and Values.

Applicant (Signature & Date)

