

FAIR TRADING COMMISSION

STRENGTHENING THE INSTITUTIONAL FRAMEWORK FOR COMPETITION ADVOCACY

COMPETITION POLICY ADVISOR

TERMS OF REFERENCE

BACKGROUND

The Fair Trading Commission (FTC), an agency of the Ministry of Industry Investment & Commerce has received assistance from the World Bank Group (WBG) for the purpose of enhancing the Competition Policy framework and level of competition in the Jamaican economy. The purpose is to (a) ensure that a pro-competition approach is taken in the regulatory reforms; (b) increase the FTC's capacity for implementing successful competition advocacy in collaboration with the WBG Competition Policy Team; (c) support the FTC to implement its mandate in enforcing the Fair Competition Act (FCA); and (d) advocate for a regulatory framework that promotes well-functioning markets in the economy.

The FTC, Jamaica's competition agency, was established in 1993 under the Fair Competition Act (FCA). The FCA provides for protection against anti-competitive practices as well as specified unfair competition offences. With regard to the former, the FCA prohibits the abuse of a dominant position as well as agreements that substantially lessen competition. In terms of unfair competition, the FCA speaks to matters such as misleading advertising, sale above advertised price and double ticketing. Essentially, the objective of the FCA is to ensure that the benefits of the competition process in Jamaica are unhindered by anti-competitive activity.

CONSULTANCY OBJECTIVES

To assist in the strengthening of the capacity of the FTC to enforce competition in sectors that are directly related to the operations of the Global Logistics Hub, such as port services, energy and trucking and road transport.

The Consultant will provide specialized technical assistance, as well as 'classroom' and on-the-job training in order to increase the technical expertise in the FTC specifically with respect to assessment of mergers and acquisitions and competition advocacy techniques. It is expected that exposing the Staff of the FTC to the kind of face-to-face sustained contact with an experienced competition practitioner from a jurisdiction which has had a history of competition enforcement, will enhance the ability of the FTC to handle merger and acquisition analyses as well as use of advocacy techniques in the most appropriate manner.

CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy — Individual

Duration — The Consultant's participation is expected to extend over the period April 2015 to March 2017.

Place of Work — Tasks will be undertaken in Jamaica. The Consultant will visit Jamaica three times per year during the contract period, to provide training as well as assistance with difficult competition cases; and will be based in the offices of the Fair Trading Commission. The duration of each visit will be two (2) weeks and the Consultant will be required to be available for at least forty (40) hours during each week. It is expected that while in Jamaica workshops and/or seminars will be conducted at nearby sites which offer suitable facilities; and while overseas the Consultant will provide technical support by way of the telephone and through the Internet and/or video conferences.

Qualifications — PhD in Economics as well as extensive training in Industrial Organization. Experience in the assessment of mergers and acquisitions as well as use of various types of competition advocacy techniques; as well as in port and transport services and related facilities. Fluency in English is required.

Experience — At least ten (10) years experience in Competition Law enforcement. Practical working experience in a Competition Agency would be an asset.

ACTIVITIES

The Consultant will be required to:

- Provide on-the-job training as well as assistance with difficult competition cases, to the Staff of the FTC.
- Conduct at least one structured training session during each visit, in competition policy issues and enforcement with the FTC Staff, as well as with external members of the legal profession, academics and staff of other Government agencies such as the Office of Utilities Regulation, Spectrum Management Authority, Broadcasting Commission and the Consumer Affairs Commission. The Consultant will ensure that the Staff grasp the fundamentals of investigating competition offences and conducting economics analyses, specifically with respect to mergers and acquisitions.
- Focus primarily on the practical techniques employed by successful Competition Agencies in the detection, investigation, analysis of, and the fashioning of remedies for anticompetitive business practices, especially regarding anticompetitive mergers and acquisitions.
- Provide practical and hands-on guidance to the Staff in the conduct of investigations, merger analysis and advocacy techniques.
- Provide comprehensive guidance in the identification of the various types of conduct that are most likely to injure competition and to distinguish such conduct from that which are

not. Theoretical training should be employed principally to tie sound competition theory to the analysis of particular facts.

- Provide guidance on: (a) identifying regulatory action that might hinder competition; (b) strategies for studying and identifying costs and benefits, either through internal or external resources; and (c) strategies for effectively publicizing the costs and benefits of regulation.
- Address internal operations of the FTC. This involves ensuring that legal and economic expertise is brought to bear on investigations and decision making; with particular focus on conduct that is most likely to affect competition and the competitive process.
- Enhance the FTC's ability to get its message across. A successful enforcement strategy must be coupled with a public education strategy that promotes that culture. An implementable strategy must be developed to build public and private sector understanding and support for that idea.
- Report to the Commissioners of the FTC at least once during each visit, as well as to the Government of Jamaica's Steering Committee which is responsible for the Project, as required.

The FTC will be required to:

- Provide suitably qualified personnel to function as counterpart with the Consultant.
- Provide the Consultant on a bi-weekly basis with feedback on and an evaluation of the effectiveness of the transfer of technical information.
- Satisfy all reasonable requests for information, by the Consultant
- Provide the Consultant with feedback on the documents that are developed.

Deliverables

1. Develop in consultation with the Counterpart, an Inception Report showing the existing gaps in the Staff's knowledge base and the needs that must be met.
2. A plan for implementation of the consultancy within 14 calendar days of signing of the contract. The plan should identify key milestones and include a draft training plan.
3. The provision of a training plan incorporating the courses, the course outline/methodology and knowledge transfer mechanisms that will be employed to:
 - Improve the Staff's capacity to detect, investigate and analyze anti-competitive practices relating to all sectors of the economy.
 - Empower the Staff with current knowledge and information on competition matters and provide exposure to international industry standards, methods and procedures.
 - Improve the Staff's techniques in the use of empirical tools used to conduct market analyses in areas such as (a) public benefits tests; (b) market definition; (c) the use of demand elasticities for detection of market power; (d) competition in markets with horizontal and vertical product differentiation; (e) measurement of

market concentration and coefficients of product differentiation and; (f) the assessment of innocent vs strategic barriers to entry.

- Improve the Staff's capabilities to prepare economics analysis in support of cases for Court hearings.
4. The conducting of training courses and knowledge transfer to the staff.
 5. A report on the status of the project at each milestone and if necessary an updated implementation plan.
 6. Prepare an Operational Manual to guide the process of conducting investigations. Together with the manual, the videotaping of workshops/seminars will assist with the preservation of institutional memory.
 7. A Final Report which includes, among other things, the Consultant's own evaluation of the resultant efficiencies and competencies of the FTC Staff as well as recommendations for further development of competencies within the FTC.

The relevant currency will be United States dollars.

ADDITIONAL WORK

Any additional work to that specified in this Terms of Reference must be clearly identified and accepted by all parties.

TIMELINE & PAYMENT SCHEDULE

Payments will be made in accordance with the aforementioned deliverables which must be executed within the time set out in the following table:

Activity	Due date	Payment
Inception report	April 15, 2015 (2 weeks)	10%
Milestone Report	July 31, 2015	14%
Milestone Report	November 30, 2015	14%
Milestone Report	March 31, 2016	14%
Milestone Report	July 31, 2016	14%
Milestone Report	November 30, 2016	14%
Final Report	March 31, 2017	20%

SUPERVISION AND COORDINATION

Day to day monitoring will be done by the Executive Director and the Project Manager. Assessment of the transfer of technical knowledge will be supervised by the Commissioners.

August 26, 2014

FAIR TRADING COMMISSION

STRENGTHENING THE INSTITUTIONAL FRAMEWORK FOR COMPETITION ADVOCACY

COMPETITION LAW TECHNICAL ASSISTANCE AND REGULATORY DRAFTING CONSULTANT

TERMS OF REFERENCE

BACKGROUND

The Fair Trading Commission (FTC), an agency of the Ministry of Industry Investment & Commerce has received assistance from the World Bank Group (WBG) for the purpose of enhancing the Competition Policy framework and level of competition in the Jamaican economy. The purpose is to (a) ensure that a pro-competition approach is taken in the regulatory reforms; (b) increase the FTC's capacity for implementing successful competition advocacy in collaboration with the WBG Competition Policy Team; (c) support the FTC to implement its mandate in enforcing the Fair Competition Act (FCA); and (d) advocate for a regulatory framework that promotes well-functioning markets in the economy.

Competition policy has become an increasingly important issue for Jamaica as it moves towards a fully liberalized market economy. The privatization of state entities, the liberalization of previously monopolized sectors and the reduction in trade barriers are all facets of this evolution. Competition is a critical element of this process. It lies at the heart of any successful market economy and is crucial to the protection of consumers' interests and the efficient allocation of resources. Accordingly, competition is now an integral part of Jamaica's trade policy.

The FTC, Jamaica's competition agency, was established in 1993 under the Fair Competition Act (FCA). The FCA provides for protection against anti-competitive practices as well as specified unfair competition offences. With regard to the former, the FCA prohibits the abuse of a dominant position as well as agreements that substantially lessen competition. In terms of unfair competition, the FCA speaks to matters such as misleading advertising, sale above advertised price and double ticketing. Essentially, the objective of the FCA is to ensure that the benefits of the competitive process in Jamaica are unhindered by anti-competitive activity and unfair competition.

CONSULTANCY OBJECTIVES

To provide the FTC with technical assistance in FTC's drafting of provisions for its Competition Law, the FCA, to help FTC ensure that the law (a) speaks directly to the operation of a merger review regime which is appropriate for Jamaica; and (b) explicitly states the competition advocacy functions of the FTC.

CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy — Individual

Duration — The duration of the Consultancy will be from February 2015 to May 2015.

Place of Work — The Consultant shall make himself/herself available by way of the telephone, e-mail and/or via the Internet and/or via video conferences; and will be required to visit the Offices of the FAIR TRADING COMMISSION on no more than two occasions.

Qualifications — Masters of Laws (minimum). Fluency in English (written and spoken) is required. Knowledge of the existing Jamaican statute as well as statutes of other jurisdictions such as United States, Canada, UK, Australia and New Zealand, is a critical requirement.

Experience — A minimum of five years (5) years experience in competition law enforcement and legislative review in a Competition Agency. Expertise in prosecuting competition related cases, drafting of competition law statutes; and publication of competition related article(s).

ACTIVITIES

The Consultant will be required to:

- Develop a list of topics that the statute should address as well as draft provisions that should be included in the FCA, based on proper appreciation of the fundamental principles of Competition Law with respect to the functioning of a merger review regime as well as competition advocacy. Topics would include:
 - a. The scope of the Act – identifying the entities and type of activities to which the Act should apply (including definitions and exemption clauses).
 - b. Extent of powers and duties of the Agency: investigation, prosecution, imposition of final and interim remedies.
 - c. Procedures to be followed by the Agency in exercising its powers, including timelines, confidentiality issues, allocation of power and separation of functions, transparency.
 - d. The interface between the Agency and other Government Ministries, Agencies and regulatory bodies.
 - e. The relationship with the regional Competition authority as well as other Competition Agencies.
 - f. The role of the judiciary in Agency proceedings and regarding review of Agency decisions.
 - g. The role and legal rights of Respondents.
 - h. The role and legal rights of private party Informants, including private right of action.
 - i. Treatment of State/Government enterprises under the Act.
 - j. The institutional, legal and administrative construct of a voluntary notification merger regime.

- k. The most appropriate and effective design, type and form of remedies.
 - l. The need to have a separation of adjudicative and investigative functions.
 - m. The recognition of intellectual property rights in the assessment of merger review.
 - n. The need to remove exemptions that exclude certain sectors or industries.
 - o. The need for more effective procedural enforcement remedies.
 - p. The importance of providing for harmonization of merger provisions in CARICOM.
 - q. The mode of implementation of appropriate remedies.
 - r. Provisions for cooperation agreements.
- Prepare a list of options for each topic, briefly describing the pros and cons of each option for consideration, having made the draft available for consultation.
 - Liaise with the Counterpart as well as representatives of the Ministry of Industry Investment & Commerce and the Chief Parliamentary Counsel, to finalize the Law.

The FTC will be required to:

- Provide suitably qualified personnel to function as counterpart with the Consultant.
- Instruct the Consultant on how it would want the Commission to be structured and this would determine the legal framework within which the Law will be drafted.
- Satisfy all reasonable requests for information, by the Consultant.
- Provide the Consultant with feedback on the documents that are developed.

Deliverables

An Inception Report which examines the FCA (1993) to identify weaknesses and/or gaps, and provide an overview of what measures are to be taken to address those weaknesses. Report should be submitted within fourteen (14) calendar days of signing of the Contract.

Develop in consultation with the Counterpart, the optimal structure for the institution with respect to the functioning of a merger review regime. Provide a Report briefly outlining how the structure will be articulated in the Law as well as the role and functions of the various arms of the structure, together with the nature of the regulations that will be required to give effect to that structure.

Draft provisions and recommend amendments, for discussion with the Counterpart. Final document to be approved by the FTC and will be issued to relevant stakeholders for comments.

Upon receiving comments from the various stakeholders, provide a document containing written responses as appropriate addressing all comments.

Prepare final draft provisions based on determinations made by the FTC out of the consultation process; and recommend amendments to the FCA that will be necessary, to ensure that the provisions yield the desired outcomes.

Prior to submission to Cabinet prepare a commentary which would accompany the Draft, and develop and make presentations (as and where appropriate) at meetings with relevant Government officials; including the Chief Parliamentary Counsel.

Prepare implementing procedural regulations and/or enforcement policy guidelines.

TIMELINE & PAYMENT SCHEDULE

Deliverables must be executed within the time set out in the following table:

Activity	Due date	Payment
Inception report	February 15, 2015 (2 weeks)	10%
Report on the Structure	February 28, 2015 (2 weeks)	20%
Draft Provisions	March 31, 2015 (4 weeks)	10%
Responses to Comments	April 15, 2015 (2 weeks)	10%
Final Draft Bill	April 30, 2015 (2 weeks)	20%
Implementing Procedural Regulations/Enforcement Policy Guidelines	May 15, 2015 (2 weeks)	20%
Commentary to accompany Draft	May 31, 2015 (2 weeks)	10%

ADDITIONAL WORK

Any additional work to that specified in this Terms of Reference must be clearly identified and accepted by all parties.

SUPERVISION AND COORDINATION

Day to day monitoring will be done by the Executive Director and the Project Manager. Assessment of all final documents will be approved by the Commissioners.

August 26, 2014

FAIR TRADING COMMISSION

DEVELOPMENT AND IMPLEMENTATION OF COMMUNICATION STRATEGY

TERMS OF REFERENCE

BACKGROUND

The Fair Trading Commission (FTC), an agency of the Ministry of Industry Investment & Commerce, has received assistance from the World Bank Group (WBG) for the purpose of enhancing the Competition Policy framework and level of competition in the Jamaican economy. The purpose is to (a) ensure that a pro-competition approach is taken in the regulatory reforms; (b) increase the FTC's capacity for implementing successful competition advocacy in collaboration with the WBG Competition Policy Team; (c) support the FTC to implement its mandate in enforcing the Fair Competition Act (FCA); and (d) advocate for a regulatory framework that promotes well-functioning markets in the economy.

In addition to the enforcement of the Fair Competition Act (FCA), a critical component of the work of the FTC is public education, which involves the dissemination of information relating to competition advocacy and enforcement by various means, on several issues of varying complexities and to different target groups. The FTC currently utilises an annual magazine, quarterly newsletter, website, annual public lecture and press advisory to get information out to the general public. In line with the Project now been undertaken, which involves the reform of the FCA to include Merger Regulation Provisions and a comprehensive and targeted advocacy programme, it recognise that expertise is required to sensitize the business community as well of policymakers on the effect of the changes of the legislation.

The Project will allow for: (a) the development of 3-year Communication Plan; (b) the implementation of strategy; and (c) guidance to the Staff in implementation and monitoring of of the Communication Plan.

OBJECTIVES

The Public Relation Officer will be required to use all forms of media and communication to build, maintain and manage the public image of the Commission; provide information to consumers and businesses and policymakers on the work of the Commission generally, and specifically in relation to this World Bank Project; communicate key messages; and clarify and promote the Commission's point of view on important issues.

CHARACTERISTICS OF THE WORK

Type of Consultancy — Individual or Firm

Duration — January to December 2015

Place of Work — Tasks will be undertaken in Kingston, Jamaica at the office of the Fair Trading Commission, 52 – 60 Grenada Crescent, Kingston 5.

Qualifications & Experience —

- A first degree in Media Studies, Business Administration or Management.
- At least 5 years work experience within the Public Relations, marketing, events promotion, or journalism trades.
- Exceptional communication skills both orally and in writing.
- Excellent interpersonal and presentation skills.
- Ability to prioritize and plan effectively.
- Creativity.

ACTIVITIES

The Scope of Work includes:

Deliverables and responsibilities

- Develop public relations strategies, campaigns, and initiatives to improve public perception of the Commission.
- Prepare and publish newsletters and other literature.
- Write and edit magazines, speeches, articles, brochures and annual reports.
- Liaise with and respond to enquiries from media, individuals and other organizations.
- Collate and analyze media coverage.
- Organize events including workshops, seminars and press conferences.
- Define and identify target audience.
- Write press releases and collate media kits.
- Maintain effective working relationships with media representatives.
- Formulate policies and procedures related to public information programs.
- Manage the Commission's reputation with the public in general and stakeholders, in particular.
- Manage, maintain and update information on the Commission's website.
- Develop and disseminate information to the public by appropriate means.

Responsibilities of the FTC

- Review project scope and objectives and advise on changes as required.
- Facilitate the Consultant with access to technical and business process information and FTC personnel as required for the project.
- Participate in project status meetings.

- Coordinate and manage the activities of the Consultant.
- Ensure that deliverables are reviewed by the appropriate personnel within the agreed timeframes.
- Obtain and provide information, data, and decisions within an agreed time frame in order to ensure continuity of the work in accordance with the stated objectives.
- Assist with resolving project issues as is necessary.
- Handle the procurement of the equipment that is needed.

TIMELINE & PAYMENT SCHEDULE

As activities are ongoing and overlapping, all deliverables must be executed within the contract period. Payments will be made in four equal parts, quarterly, on the basis of assessments by the Executive Director and Project Manager. Payments shall be approved by the Commissioners.

SUPERVISION AND COORDINATION

Day to day monitoring will be done by the Project Manager and the Executive Director. Assessment of the outcomes and transfer of technical knowledge will be supervised by the Executive Director and General Manager.

August 26, 2014

FAIR TRADING COMMISSION

IMPROVING THE INFORMATION & COMMUNICATION TECHNOLOGY INFRASTRUCTURE

TERMS OF REFERENCE

BACKGROUND

The Fair Trading Commission (FTC), an agency of the Ministry of Industry Investment & Commerce has received assistance from the World Bank Group (WBG) for the purpose of enhancing the Competition Policy framework and level of competition in the Jamaican economy. The purpose is to (a) ensure that a pro-competition approach is taken in the regulatory reforms; (b) increase the FTC's capacity for implementing successful competition advocacy in collaboration with the WBG Competition Policy Team; (c) support the FTC to implement its mandate in enforcing the Fair Competition Act (FCA); and (d) advocate for a regulatory framework that promotes well-functioning markets in the economy.

The FTC investigates about five hundred complaints per year and maintains a workflow management system and storage database (CIMS) which contains relevant information on all cases; provides for ease of access to the data as well as the generation of custom made reports of various types. Complaints are categorized as either competition protection or consumer protection, as determined by the FCA. The system also allows the FTC to maintain the integrity of all cases and provide reliable and current information at various stages of the investigative process. CIMS requires upgrading; it was last upgraded in 2007.

The Project will allow for: (a) upgrading CIMS to a more efficient version; (b) upgrading Windows Server from 2003 to 2012; (c) changing the backup software to a more cost effective solution; (d) increasing the capacity of the servers and upgrading the firewall; and (e) changing office equipment including desktop computers which were purchased in 2008.

OBJECTIVES

This document details the requirements at the Fair Trading Commission for an upgrade of their information technology environment which includes CIMS and a related document management system, storage facility and backup systems. This upgrade should increase the efficiency of FTC's information management processes.

CHARACTERISTICS OF THE WORK

Type of Consultancy — Firm

Duration — October 2014 to January 2015.

Place of Work — Tasks will be undertaken in Kingston, Jamaica at the office of the Fair Trading Commission, 52 – 60 Grenada Crescent, Kingston 5.

Qualifications & Experience — Expertise in information and communication technology strategic planning; Government of Jamaica procurement guidelines; project management; infrastructure design and deployment; information technology network systems; technical support services; and hardware and software requirements for an office network environment which houses web based software, workflow and database management systems that is used by 20 persons.

ACTIVITES

The Scope of Work includes:

1. Evaluation of proposals for equipment that is needed.
2. Assist with sourcing and purchasing equipment that is needed.
3. Install and configure equipment ensuring compatibility with IT infrastructure.

Main Activities & Responsibilities of the Consultant

1. Evaluation of Proposals for equipment that is needed.
 - a. Together with the FTC, issue RFQ.
 - b. Together with the FTC, evaluate submitted proposals.
 - c. Prepare report
2. Assist with sourcing and purchasing equipment that is needed.
 - a. Guide the process of acquiring equipment by assessing equipments' suitability and compatibility prior to purchase.
3. Install and configure equipment ensuring compatibility with IT infrastructure.
 - a. Upon completion, assess IT infrastructure, its components and equipment to ensure that all components are functioning in an efficient manner.
4. Report on the status of the activities and the progress of the work.

Responsibilities of the FTC

- Review project scope and objectives and advise on changes as required.
- Facilitate the Consultant with access to technical and business process information and FTC personnel as required for the project.
- Participate in project status meetings.
- Coordinate and manage the activities of the Consultant.
- Issue RFQ developed in collaboration with the Consultant.
- Develop and agree on procurement contract and manage contractual arrangements with the selected vendor.
- Ensure that deliverables are reviewed by the appropriate personnel within the agreed timeframes.
- Obtain and provide information, data, and decisions within an agreed time frame in order to ensure continuity of the work in accordance with the stated objectives.

- Assist with resolving project issues as is necessary.
- Handle the procurement of the equipment that is needed.

TIMELINE & PAYMENT SCHEDULE

Payments will be made in two equal parts at the end of the second month of the contract and at the end of the contract period on the basis of assessments that are conducted by the Executive Director and Project Manager, and that are approved by the Commissioners.

SUPERVISION AND COORDINATION

Day to day monitoring will be done by the Project Manager and the Information Technology unit of the FTC. Assessment of the outcomes and transfer of technical knowledge will be supervised by the Executive Director.

August 26, 2014

FAIR TRADING COMMISSION

REDESIGN AND MAINTENANCE OF WEBSITE

TERMS OF REFERENCE

BACKGROUND

The Fair Trading Commission (FTC), an agency of the Ministry of Industry Investment & Commerce, has received assistance from the World Bank Group (WBG) for the purpose of enhancing the Competition Policy framework and level of competition in the Jamaican economy. The purpose is to (a) ensure that a pro-competition approach is taken in the regulatory reforms; (b) increase the FTC's capacity for implementing successful competition advocacy in collaboration with the WBG Competition Policy Team; (c) support the FTC to implement its mandate in enforcing the Fair Competition Act (FCA); and (d) advocate for a regulatory framework that promotes well-functioning markets in the economy.

In addition to the enforcement of the Fair Competition Act (FCA), a critical component of the work of the FTC is public education, which involves the dissemination of information through several media including its website. The current website is limited in functionalities such as facilitating audio/visual content, online surveys and newsletter subscription. These functions are considered necessary in advancing FTC communication activities.

The Project will allow for: (a) the re-design of the website; (b) the maintenance of the website; and (c) training of Staff to manage website content.

OBJECTIVES

The Website Developer will be required to redesign the FTC website allowing for audio video capabilities, online surveys, improvement in complaint submission functions, the training of Staff to ensure a website with increased and improved functionalities, improvement in user-friendliness and attractiveness.

CHARACTERISTICS OF THE WORK

Type of Consultancy — Individual or Firm

Duration — October 2014 to January 2015

Place of Work — Tasks will be undertaken in Kingston, Jamaica at the office of the Fair Trading Commission, 52 – 60 Grenada Crescent, Kingston 5.

Qualifications & Experience —

- Contractor must be a legal entity registered in Jamaica
- Contractor must be a reputable company with prior rich experience in the area of website development, design and maintenance

- Able to provide user training
- Solid knowledge of website security and website hosting service

ACTIVITIES

The Scope of Work includes:

Duties and responsibilities

- Assess the current website structure and content for ease of accessibility, quality of contents, user-friendliness, ease of maintenance/update and information retrieval.
- Access UN HQ & Country Office's websites for reference, applying the advantages of layout design, navigation, usability & etc. to the redesign & implementation.
- Make proposal for design of the website based ease of use, attractiveness and layout for Management's review and approval.
- Design the website structure, taking into account the requirements such as audio/video content, attractive site & page layout, ease of use, updating and maintenance, flexible navigation & search functionality; counting function for web pages visited, facilitating online surveys, etc.
- Make recommendations for backup/restore plan.
- Train FTC Staff on website maintenance and content update.
- Design and establish anti-hacker and antivirus plan for the website.
- Make recommendations for software, hardware, and other back-end applications related to Web development.

Responsibilities of the FTC

- Review project scope and objectives and advise on changes as required.
- Facilitate the Consultant with access to technical and business process information and FTC personnel as required for the project.
- Participate in project status meetings.
- Coordinate and manage the activities of the Consultant.
- Ensure that deliverables are reviewed by the appropriate personnel within the agreed timeframes.
- Obtain and provide information, data, and decisions within an agreed time frame in order to ensure continuity of the work in accordance with the stated objectives.
- Assist with resolving project issues as is necessary.
- Handle the procurement of the equipment that is needed.

TIMELINE & PAYMENT SCHEDULE

As activities are ongoing and overlapping, all deliverables must be executed within the contract period. Payments will be made in two parts: 30% at the end of the first month, and 70% upon completion of the work, as approved by the Executive Director and Project Manager.

SUPERVISION AND COORDINATION

Day to day monitoring will be done by the Project Manager and the Executive Director. Assessment of the outcomes and transfer of technical knowledge will be supervised by the Executive Director and General Manager.

August 26, 2014