

SPECIFIC PROCUREMENT NOTICE

Invitation for Prequalification of Consultants

Country: Nicaragua

Project: Preparation of a Technical and Economic Feasibility Study, Detailed Designs and Bidding Documents for the Improvement and Equipping of Normal Schools at the National Level Project in Nicaragua.

Sector: Education

The Government of the Republic of Nicaragua has signed with the Kuwait Fund for Arab Economic Development (KFAED), a Grant Agreement to finance the preparation of a Technical and Economic Feasibility Study, Detailed Designs and Bidding Documents for the Improvement and Equipping of Normal Schools at the National Level Project in Nicaragua and intends to use these resources in the contracting of consulting services: Pre-investment Studies for the Project "improvement and Equipment of eight (8) Normal Schools in the Departments of Managua, Chinandega, Carazo, Matagalpa, Chontales, Estelí and the two Autonomous Regions of the North and South Caribbean Coast".

The services consist of the elaboration of the Feasibility Study, which includes, inter alia: the Architectural Program, the Architectural Preliminary Design (Preliminary or Schematic Design), Site Planning and Design, Design Development (Architectural Design and Designs by Engineering Specialties) and Construction Documents (Design Project).

In compliance with the Grant Agreement signed, the Ministry of Education of Nicaragua (MINED) invites eligible experienced Kuwaiti consulting firms to indicate their interest in providing the aforementioned consulting services in Association or Consortium with a Nicaraguan Consulting Firm, in order to improve their qualifications and comply with all the qualification requirements for the execution of the contract.

MINED intends to generate a short list of qualified and experienced Consulting Firms for the assignment. Only short-listed Consulting Firms will receive the Request for Proposals.

Interested Consulting Firms must provide information in Spanish and its translation into English, indicating that, in consortium with a Nicaraguan Consulting Firm, they would be qualified and experienced to develop the consultancy, indicating main business, years of experience in the business, description of similar work, experience in similar conditions, technical and administrative organizational structure of the Consulting Firm.

Interested Consulting Firms should attach brochure and portfolio of the Consulting Firms.

The selection of the Consulting Firm will be by means of a competition, in accordance with the provisions of Kuwait Fund Procurement guidelines.

Interested parties may obtain more information at the address and telephone numbers listed at the end of this announcement, from 08:00 a.m. to 05:00 p.m. Nicaraguan local time, Monday through Friday.

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Expressions of interest should be sent simultaneously in two (2) hard copies to MINED and an electronic copy to MINED and Kuwait Fund for Arab Economic Development, according to the following addresses no later than Monday, February 19th 2024. Hour: from 8:00 a.m. to 4:00 p.m. (Nicaragua Time) ✓

Name of the Office: Procurement Division of the Ministry of Education

Attention: Lic. Gaudy Yenory Huerta Urbina, Procurement Director

E-mail: huertag@mined.gob.ni, lirac@mined.gob.ni, phone (505) 2253-8520 Ext. 228 / 599

Address: Centro Cívico Camilo Ortega, Módulo "T", Upper Floor, Managua, Nicaragua.

Name of the Office: Kuwait Fund for Arab Economic Development.

Attention: Director of Operations

Email: operations@kuwait-fund.org

Attached are Terms of References (TOR) with the selection criteria that will be taken into account for the pre-selection of Consulting Firms that will be part of the short list.

Without further reference,

Gaudy Yenory Huerta Urbina
Director of Procurement Division
Ministry of Education



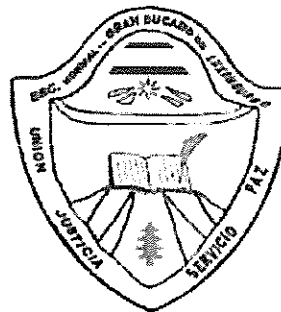
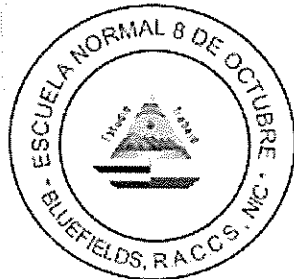
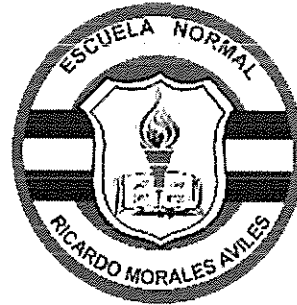
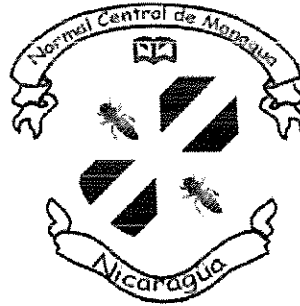
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MINISTRY OF EDUCATION

**Terms of Reference
for the Implementation of Pre-investment research for the Project**

"Improvement and Equipment of eight (8) Normal Schools in the departments of Managua, Chinandega, Carazo, Matagalpa, Chontales, Estelí and the two Autonomous Regions North and South Caribbean Coast"

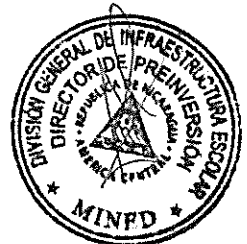


January 2024.

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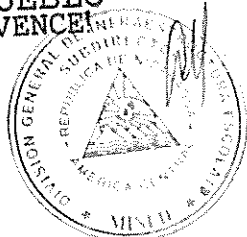
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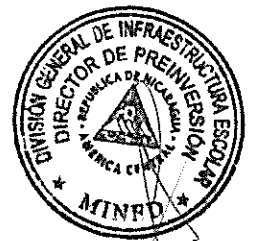
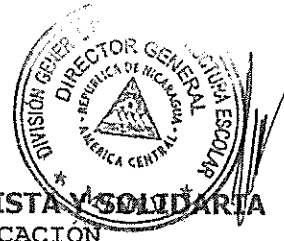
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1) INTRODUCTION

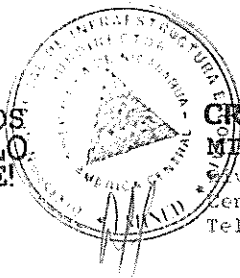
The Government of Reconciliation and National Unity (GRNU) of Nicaragua has an Education Policy that aims at an evolutionary transformation to achieve a quality education, as well as an integral formation, developing an educational program that is student-centered, with the Ministry of Education mandated by law to fulfill it.

Through the Education Plan 2017-2021, the objectives and lines of action that lead to achieving: **1) Improve the quality of education and comprehensive training** with trained and updated teachers who know; know how to do and want to do quality education; dignified, appropriate school environments that promote learning, integral formation in values, artistic education, sports practice, protection and safeguarding of life; good use of educational information and communication technology to improve learning and innovation". **2) Increase educational coverage, rights, progress in equity, and access in a timely age, with flexible and relevant modalities**, with increased coverage in Initial Education with emphasis on third level; flexible and relevant forms of education with emphasis on rural areas; as well as **3) Growth of the human potential of public servants of education**, with the updating of knowledge, the know-how and attitude of high commitment with educational quality complementing with the strengthening of effectiveness and efficiency.

The improvement of the country's eight Public Normal Schools, where primary education teachers are trained, is part of the Ministry of Education's efforts to strengthen the quality of education, together with the ongoing training and updating of teachers, the provision of up-to-date curriculum materials that contribute to the better performance of students, the improvement of environments that stimulate learning and the development of knowledge that comprehensively complement learning.

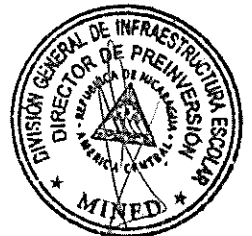
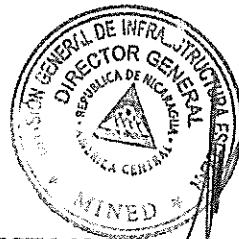
Currently, the Normal Schools are in an evolutionary process to move to higher Normal School in order to continue improving the quality of education, a process that demands the improvement of environments and equipment, which contributes to the quality of training, updating and continuity of vocational training for future higher education teachers.

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2) JUSTIFICATION

In support of the evolving process of Normal Schools, GRNU has received Kuwait Grant Funds to finance the preparation of a technical and economic feasibility study, detailed designs and bidding documents, to subsequently manage resources for the short-term implementation of the Project **"Improvement and Equipment of eight (8) Normal Schools in the departments of Managua, Chinandega, Carazo, Matagalpa, Chontales, Estelí and the two Autonomous Regions North and South Caribbean Coast"**.

It is required that the pre-investment studies, for the eight (8) normal schools at national level contemplate all the architectural, constructive, structural, electrical, hydro-sanitary elements, ethernet, wireless and internet data networks, Volp telephony, videoconference with CCTV, video surveillance, audio systems, air conditioning system, social studio, environmental management and study plan, site analysis, special facilities, signage and barrier-free access, as well as technological equipment (computation, printing, projection, mobile devices, among others) and furniture, according to the new role that will play, ensuring its proper functioning with quality and warmth, and conditions necessary to develop an effective and relevant learning process for students who are trained in Normal Schools as future primary teachers at the national level.

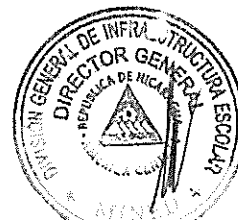
3) OBJECTIVES OF THE CONSULTANCY

a. General Objective:

To prepare the feasibility study, which includes the pre-investment of each of the eight Normal Schools in the departments of Managua, Chinandega, Carazo, Matagalpa, Chontales, Estelí and the two Autonomous Regions of the North and South Caribbean Coast, containing all relevant studies and other technical documentation necessary for the implementation at a later stage of the construction project, ensuring the durability of the investment and its proper functioning, contributing in this way to the improvement of the educational quality of the students who are trained in the Normal Schools as future primary teachers at national level.



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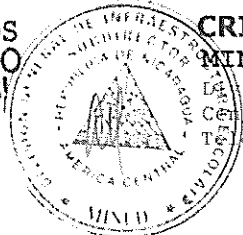
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b. Specific Objectives:

1. Develop a programme of needs (quantitative and qualitative architectural programming) for the proper functioning of each of the eight Normal Schools, with a focus on a modern design that takes into account all the specialties of engineering and architecture, intended for teacher training environments, complying with national and international standards, criteria, standards and analogous models of educational infrastructure projects of a similar nature, meeting curricular requirements, of the educational community and of key actors, considering their physical, climatological, geographical and socio-cultural contexts.
2. For each of the eight Normal Schools, prepare the building diagnosis of the different systems: structural (using non-destructive methods), architectural, hydro-sanitary, electrical (low voltage), ethernet, wireless and internet data networks, Voip telephony, video conferencing with CCTV, video surveillance, audio systems and projection of each of the existing buildings in each Normal School, as appropriate.
3. For each of the eight Normal Schools, carry out soil studies, as well as studies, tests and hydro-sanitary and electrical measurements (low and medium tension) of the situation without project and with project.
4. For each of the eight Normal Schools, carry out an inventory and diagnosis (Situation without Project) of furniture and technological equipment (computation, printing, projection, mobile devices, among others), and propose new equipment and equipment alternatives (Status with project) based on the needs programme approved by MINED.
5. For each of the eight normal schools, carry out technical studies for the planning and development of sites for the location of buildings to be conserved (rehabilitated) or built, including multi-hazard analysis of natural origin at each normal schools, to consider in the preparation of the design proposal, taking into account the particular characteristics of each of them (physical, climatic, geographical and socio-cultural conditions).
6. For each of the eight Normal Schools, develop designs of type: architectural, exterior architecture (gardening and landscaping), constructions, structural, electrical, telephony, voice and data, system against - fire, mechanic (active cooling), of furniture and school equipment, according to the specialties involved in this project, so that the technical proposal provides a comprehensive and correct response to the educational demands, considering the particular characteristics of each of them (physical, climatic, sociocultural geographic conditions and demand for quantity of environments).
7. For each of the eight Normal Schools, develop Environmental and Social Management Plans to determine the impacts and mitigation measures to be implemented before

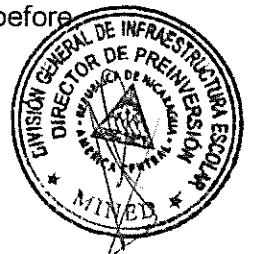


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during and after the implementation of the project "Improvement and Equipment of eight (8) Normal Schools in the departments of Managua, Chinandega, Carazo, Matagalpa, Chontales, Estelí and the two Autonomous Regions North and South Caribbean Coast", considering compliance with National Legislation.

4) GENERAL DESCRIPTION OF THE PROJECT

a. Geographic location of the eight Normal Schools

The eight Public Normal Schools in the country are located in the principal towns of six departments and two Autonomous Regions, according to the following detail in Table No.1:

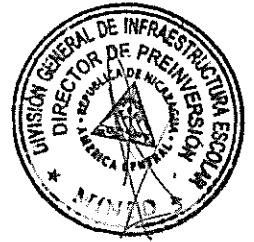
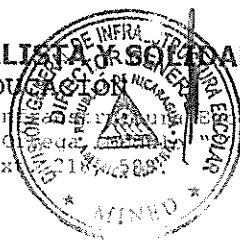
Table No. 1 - General Location Data for Normal Schools:

No	Single Code ¹	Name of the Normal School,	Department,	Municipality,	Address	Coordinates of	
						Latitude (Y)	Longitude (X)
1	32879	Gregorio Aguilar Barea	Chontales	Juigalpa	From the cemetery 400 rods to the west, Neighborhood Maritza Rivas	12.1000175	-85.369154
2	32959	Mirna Mairena	Estelí	Estelí	Iron Bridge 300 mts north, Arlen Siu Neighborhood.	13.103125	-86.358915
3	32996	José Martí	Matagalpa	Matagalpa	km 124.5 highway Sébaco - Matagalpa, Neighborhood Valle las Tejas.	12.911273	-85.958884
4	32869	Ricardo Morales Avilés	Carazo	Jinotepe	47 ½ km. Pan-American Highway in front of Hogar El Socorro, Sub-Eastern, Neighborhood	11.844763	-86.191583
5	32942	Darwin Vallecillo	Chinandega	Chinandega	ENMA 300 rods south, Neighborhood Congreso Numero Dos.	12.615640	-87.115308
6	25820	Alessio Blandón	Managua	Distrito V	Former Hardware La Principal, 3 blocks south. Neighborhood La Fuente	12.122022	-86.237814
7	35255	08 de octubre	RACCS	Bluefields	In front of URACCAN. Neighborhood Loma Fresca, Bluefields	12.139031	-86.270048
8	36258	Gran Ducado de Luxemburgo	RACCN	Puerto Cabezas	Km 2 ½ Highway Lamlaya. Community Lamlaya, Bilwi	14.030465	-83.406894

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¹ Code Only: Corresponds to the code that identifies the establishment/ educational building, according to the classification of the Ministry of Education of Nicaragua.

b. Built-areas (built), and areas available in each School Normal

The country's eight Public Normal Schools are located on land that legally belongs to the State and assigned to the Ministry of Education. They have built (built) areas, as well as non-built areas to consider for proposals of extensions or construction of new facilities. Details of each site are given in table No. 2.

Table No. 2 – Built-up Areas and Non-Built-up of each Normal School

General description of Areas in M2							
No	Unique Code	Name Normal School	Department	Municipality	Area (m2)		
					Ground	Built	UnBuilt
1	32879	Gregorio Aguilar Barea	Chontales	Juigalpa	63,202.72	5,002.24	58,200.48
2	32959	Mirna Mairena	Estelí	Estelí	37,204.80	6,836.15	30,368.05
3	32996	José Martí	Matagalpa	Matagalpa	35,250.78	6,661.20	28,589.58
4	32869	Ricardo Morales Avilés	Carazo	Jinotepe	134,043.45	5,734.72	128,908.73
5	32942	Darwin Vallecillo	Chinandega	Chinandega	2,254.03	788.91	1,465.12
6	25820	Alessio Blandón	Managua	District V	35,251.06	4,838.08	30,412.98
7	35255	08 de octubre	RACCS	Bluefields	51,221.50	3,645.00	47,626.50
8	36258	Gran Ducado de Luxemburgo	RACCN	Puerto Cabezas	29,532.99	4,939.32	24,593.67

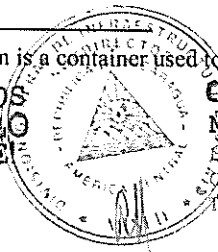
c. Environments or Architectural Spaces required in each Normal School

According to the evolutionary process of the Normal Schools to Higher Normal Schools, the following architectural environments or spaces and technical requirements should be considered, in addition to what is required as prevention measures before COVID 19, but not limited to them:

Classification of Environments	Environments	Observations.
Pedagogical	Classrooms	Classrooms, equipped with data show air, whiteboards, acrylic and/or digital screen, automatic and access to data networks, among other
	Classroom ICT	Classroom Technology (ICT), equipped with digital classroom mobile ¹ (at least two mobile units), data networks, telephony, VoIP, video surveillance cameras, projector air with their respective screen display automatically, as well as tables for the technological equipment, chairs for students,

¹ A mobile classroom is a container used to store and charge portable devices such as tablets

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		chairs and a desk for the teacher, air conditioning, shelf metal with a key.
	Computer labs, Physics, Chemistry and Biology.	Laboratories, multi-purpose physics sciences natural for practical work, with their respective audio-visual media, furniture and equipment, networks, data, and storage space for materials of experimentation, among others.
	Library	Library, considering the equipment and distribution of work tables and cubicles for individual, equipped with desktop computers, laptops, projector air with their respective auto screen, data networks, telephony VoIP. Shelving where they will be located in the texts, and an office space the technical staff that attends this space. In addition, it must be equipped with bibliography physical and digital.
	Art room-chart, Dance, and Theatre	Room to Graphic Art, Dance and Theatre, equipped with a dressing room, sound, sound, costume, data networks, among others. furniture and working materials such as: tables and chairs of labor, consumables, specialized
	Auditorium	Auditorium for multiple use, with separate electrical circuit, internet connectivity, audio-visual media, chairs moving, data networks, computers, video conference auditorium with CCTV (cameras, switch video streaming to social networks, labeling of shots, among others), telephony, Volp, system of central projection, audio system, central, video surveillance cameras, folding tables or mobile space for master control, batteries, health, space, a café, a space for administration auditorium, air conditioning.
	Seminar Room	To teach master classes. (Include audio and visual elements). (Tables and chairs for the audience, podium.)
	Board Room	Will be used for boardroom of the administrative side of each of the Normal.
	Garden	Area of the school Garden that includes an indoor area of basic learning with a space for wine cellar storage of tools and supplies. Must be defined the type of materials and supplies.
	Indoor court	Tennis indoor multi-purpose set of steps, sports supplies (balls, nets, etc), sound system and lighting, data networks, among others. (sports supplies should be in correspondence with the type of pitch to build)
	Classroom CREAD	Educational Environment
Management, Administrative and Educational	Teachers Room	Teachers Rooms equipped with tables, chairs, shelves, computers with battery/stabilizer, telephony, Volp, data networks, among others.
	Archive Room	Archive Room for graduate and trainee teachers records Must be equipped with shelves, filing cabinets shelves.
	Management Meeting room	Room of management with equipment.
	Administrative Sub direction	Meeting Room for the teaching and administrative staff. Includes tables, chairs, show, air, whiteboards, acrylic and/or digital screen, automatic and access to networks of data
		Subdivision of academic attention of the student community. (These spaces must be equipped with furniture and technological equipment)

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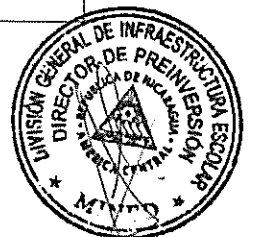
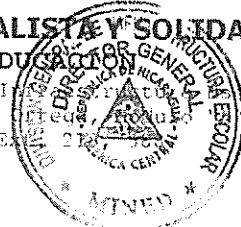
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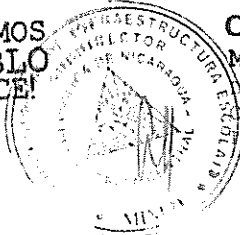
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	Coordinator of Specialties	Responsible for coordinating the academic activities.
	Academic Secretary	Office of Academic registrar with your furniture (shelves, filing cabinets to records, work tables) and technological equipment, data networks, telephony, VoIP, among others.
	Amphitheater	Amphitheater for small conferences, including stationary chairs, data networks, telephony, VoIP and audio-visual media.
	Battery Health	Battery health Management, considering the compliance of the Technical Standard Mandatory Nicaraguan Accessibility, NTON, 12006-04.
	Room of psychological Care.	Room for psychological care, with its furniture, equipment and connectivity to data networks, among others.
	Wineries	Wineries for the storage and preservation of food. As well as consumables for each environment and administrative environments complementary.
General Services	First aid Room	First Aid Room, with your furniture (beds, chairs, shelves, etc.), medical supplies (first aid kits, thermometers, stethoscope), and equipment, data networks, among others.
	School Cafeteria	Snack bar with furnishings and equipment, and Smart TV.
	Battery Health Administrative	Battery health Management, considering the compliance of the Technical Standard Mandatory Nicaraguan Accessibility, NTON, 12006-04.
	Cleaning and toilet rooms	Cleaning and toilet room to ensure the maintenance of the school.
	Electrical Sub-station	System sub power station with the capacity of keeping the school with electricity 24 hours.
	Tanks	Storage System of drinking water and treatment of wastewater and stormwater
	Guardhouse	Booths surveillance with furniture and equipment, access to data networks, screens for the video surveillance system, among others.
	Technical Habilitation Room	Meeting of a technical certificate (electricity, electronics, carpentry, sewing, drawing, painting, visual arts, and robotics, cooking workshop) with chairs, counters, data networks, among others. (with all their equipment for each type of environment)
	Kitchen	Area kitchen, equipped with industrial kitchen, refrigerator, freezer, including equipment and kitchen utensils.
	Dining room	Dining room area equipped with furniture, smart TV minimum of 55", data networks, among others
Laundry Area	Laundry area, drying and ironing of clothes, equipped with industrial washing machines and clotheslines.	
Well-being	Bedroom Women/Boys	Bedrooms for boardings students, considering the student population current and future growth of 15% per annum, with lighting and proper ventilation, a litter of two floors for each room, with access to data networks, among others. Battery health in the bedrooms, by considering the compliance of the Technical Standard Mandatory Nicaraguan Accessibility, NTON, 12006-04.
Outdoor	Parking	Area parking for students, teachers and administrative staff
	Civic Square	Civic square for activities.

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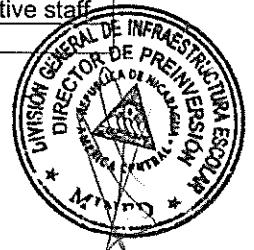
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Others	Complementary	Exterior work: Platforms covered, lighted and marked, perimeter wall, drinking fountains, trash cans, space for washing of hands.
		Pedestrian access, traffic and parking areas, as urban legislation of the municipality.
		Chairs and tables in external environments for study (kiosks), with access to WIFI.
		Include ramps, handrails and other safety and access for people with disabilities, as well as printing of different environments with the system of braille, embossed, light and sound.
		Signs of evacuation routes, spaces and garden ornamentation.
		IP telephony in the different environments is required (Management, Sub-direction, Secretary, Internship, Auditorium, Roofed amphitheater, Kitchen, Dining room, Room of Teachers, among others).
		Video conferencing system with CCTV (cameras, switch video streaming to social networks, labeling of shots, among others) integrated.
		Audio system and Projection for the Main Auditorium.
		Video security system camera for environments for common use, and public halls and exterior
		Megaphony System: speakers, to report on the academic activities.
		Outside lighting.
Basic equipment such as a desk, and chair of the teacher, as well as seats for students		

As part of the diagnosis for each of the eight Normal Schools should be performed interviews with representatives of the MINED to determine and propose the type, amount and areas of the environment or architectural spaces, as well as equipment, furniture, and networks necessary to be included in the architecture Program.

5) DESCRIPTION AND SCOPE OF THE CONSULTANCY

The consultancy work consists of the carrying out of studies, designs and plans required for the implementation of the project for the improvement of the 8 Normal Schools.

The scope of this consultancy is as follows:

- d. Preliminary Architectural Design

It is required to contain the following:



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Consultation Process. Document containing the methodology and results of consultation processes, carried out with key actors such as the General Directorate of Teacher Training, the General Division of School Infrastructure, the Information Technology Division (DTIC), the Directorate of Educational Technology (DET), General Division for the Coordination of Programs and Projects (GDCPP), Designated Teaching and Management Staff of each study center (Normal School) and key actors designated by the Ministry of Education. These results will be considered in the Architectural Program after review and consensus with the General Division of School Infrastructure of the MINED.

Architectural Program. Document that will reflect the quantitative and qualitative analysis of spatial requirements. It will include the development of the **Program of Spatial Needs**, furniture and equipment, and will consider the requirements and needs presented by each of the Normal Schools, as well as the relevant results of consultations with the educational community (principals, teachers, students, mothers and fathers of families) of each Normal School, and of key actors to define with the MINED. It should include **preliminary sketches**, area relationship studies, zoning of environments and site for space distribution, color theory and signaling proposal. The architectural program should include the preservation of cultural or history heritage of existing buildings.

Site analysis. Document that will reflect the existing conditions (inventory), multi-threat analysis, potentialities and restrictions of each project site.

Technical Studies of Soils (support and infiltration) and Topography (planimetry and altimetry). In carrying out geotechnical surveys of the site, special attention shall be paid to removing doubts about the existence of possible seismic failures that put at risk the new infrastructure and its users. Also, obtain detailed information on characteristics of the reference ground or soil, since this study is necessary for a correct calculation and design of foundation and stability of buildings.

Preliminary and final cost studies: Document that will indicate the methodology used to estimate the costs of implementing the Project (construction and equipment), as well as the estimated market costs (direct and indirect) at each stage of consultancy development: programming, preliminary design and final design.

Site Planning and Design (Exterior Architecture, Gardening and Landscaping): with the spatial solution of the set (Preliminary Design), including operating diagrams, from which MINED will select one or the combination of two alternatives.

For the Building and for the Planning and Design of the Site, it is required:

1. Three (3) spatial solution alternatives (Preliminary Design), from which MINED will select one or a combination of two alternatives.
2. Final alternatives selected by MINED.



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The Preliminary Design Plan selected by MINED by specialty shall contain a set of general, specific, and other drawings, as appropriate:

1. Topographic plans
2. Plans of existing set.
3. Assembly plant for the site
4. Architectural floors of buildings.
5. Sections and elevations.
6. Rooftop plants.
7. General concept of the structure and foundations of buildings.
8. General concept of hydro-sanitary systems.
9. General concept of electrical systems.
10. Scope and drawings of the designs of the technological component. General concept of network system, VoIP telephone, video conference, video surveillance, etc.
11. General concept of signaling and barrier-free access.
12. General concept for school equipment and furniture
13. Orientation of proposed new buildings to take advantage of natural ventilation

e. Design Project

It shall contain the following:

Designs, General and Construction Plans of the Preliminary Project selected by MINED, considering:

General plans

- Location and set plans.
- Topographic and earthmoving plans, excavation, filling, compaction, etc.
- Drawings of civil works designs.
- Plans of evacuation routes.
- Plans of various details.
- Scope and design of the technology component

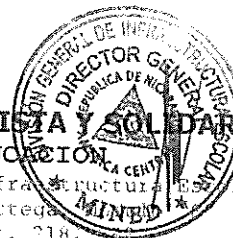
Architecture. Considering the necessary architectural plans for buildings and as a whole, with all their details to ensure a correct interpretation during the execution of the project:

- Overall plans and exterior works.
- Architectural floors of buildings.
- Elevations.
- Architectural sections.

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- Roof plants.
- Plants of reflected ceiling.

Site Planning and Design (Exterior Architecture). Considering plans that are necessary, with all the details that guarantee a correct interpretation during the execution of the project:

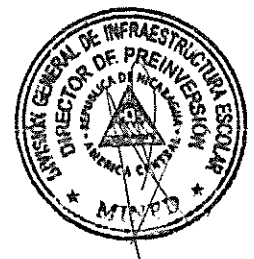
- Plan of set and Architectural plants of zones.
- Elevations.
- Sections and architectural details.
- Planting plan, including a list indicating the quantity and common and scientific name of the vegetative material (plant).
- Irrigation plan.

Finished. Whereas:

- Furniture bathrooms (fine woodwork).
- Internal and External Walls
- Floors
- Heavens
- Fascia
- Roof
- Doors and windows
- Painting
- Metal works.

Structural. Considering the national and international regulations and standards, the plans to be elaborated are:

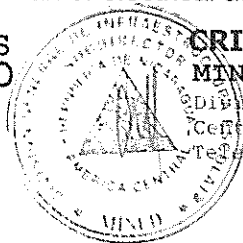
- Plans of foundations.
- Detail of soil improvement.
- Detail of Footings.
- Table of structural sections of concrete beams and columns.
- Table of structural sections of beams and metal columns.
- Floor plan and mezzanine details (if necessary).
- Floors, elevations and stair details (if necessary)
- Structural roof plan.
- Plans of structural elevations.
- Structural sections.
- Plans of various structural details.
- General Constructive Notes.



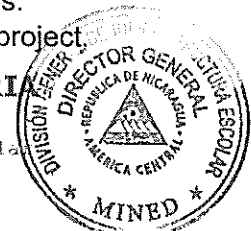
Electric. Considering the regulations in force in Nicaragua, the plans to be drawn up are:

- Electrical assembly plans of existing external connections.
- Plan of electrical assembly of external connections with project.

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- Plans of exterior lighting.
- Installation plans for luminaires.
- Drawings for the installation of 110- and 220-volt sockets.
- Power panels.
- One-line diagrams.
- Polarization systems.
- Plans of various details.

Hydro-sanitary. Considering the national rules, the plans are:

- Sanitary sewers of buildings and sewage disposal (Sewage system plans, sewage, septic tanks, registry boxes, etc.).
- Network of rainfall drainage of the whole set (plans and memory).
- Drinking water supply networks and Drinking water storage tank. (Plans and memory).
- Fire protection system.
- Isometric diagrams of drinking water and sewage.
- Plans of various details.

Air conditioners:

- Ducts and pipes
- Units of air conditioners.
- Air controls.
- Testing.
- Orientation, structures and construction materials that allow adequate natural ventilation and avoid overheating of proposed new buildings.

Networks, Voice and Data:

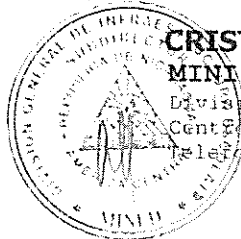
- Network plans indicating network topologies to be implemented (structured network and wireless network) according to architectural plans by environment.
- Active and passive network component inventory: Wi-fi access points, UPS, communication equipment (switch, routers, computer security equipment), network network cabinets and inventory of network points.
- CCTV and video surveillance plans.

Design calculation memories. For each speciality:

- Structural calculations.
- Electrical calculations, including automatic irrigation.
- Mechanical calculations (active cooling)
- Scope calculations and technology component designs.
- Calculations of fire-fighting systems
- Hydro-sanitary calculations and automatic irrigation.
- Network, voice and data calculations, which shall document technology

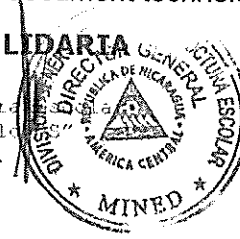


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- component plans and inventory
- Construction Scope Calculations (Take off).
- Unit costs.

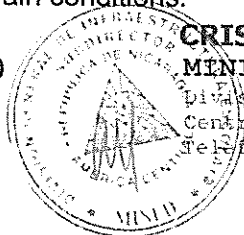
Technical Specifications. The document must be structured in the following Chapters:

- Introduction
- Chapter 01: Preliminary
- Chapter 02: Earth movement
- Chapter 03: Foundations
- Chapter 04: Structures
- Chapter 05: Masonry
- Chapter 06: Ceilings and fascias
- Chapter 07: Finishing materials
- Chapter 08: Heavens
- Chapter 09: Floors
- Chapter 10: Partitions
- Chapter 11: Furniture and equipment
- Chapter 12: Doors
- Chapter 13: Windows
- Chapter 14: Metal works
- Chapter 15: Sanitary works
- Chapter 16: Electricity
- Chapter 17: Air conditioners
- Chapter 18: LAN networks and technological equipment
- Chapter 19: Miscellaneous works.
- Chapter 20: External works
- Chapter 21: Painting.
- Chapter 22: Final cleaning and delivery.

Chapter 02 of the Earthworks must contain at least the following:

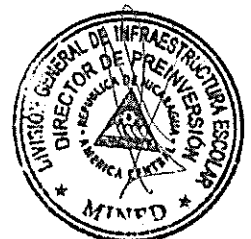
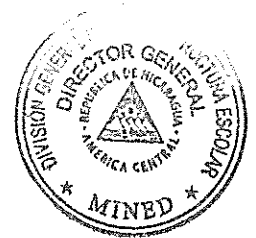
- General Conditions.
- Replanting of the site.
- Work Required.
- Cleaning of the site.
- Elevations.
- Identification and location of banks for loans of materials authorized by the corresponding entities.
- Digging and filling.
- Bank of Levels.
- Compaction of the site.
- Degrees of Compaction.
- Terrain conditions.

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- Earth movement for works.
- General description of the exterior works.

Chapter 11 of Furniture and Equipment must contain at least the following:

- Design and technical specifications of school furniture.
- Validation and/or design definition and/or technical specifications of furniture and equipment.

Chapter 15 of Hydro-sanitary Specifications must contain at least the following:

- Sanitary drainage system.
- Drinking water system.
- Rainfall drainage system.
- Supply of sanitary accessories and appliances.
- Another type of sanitary works.

Chapter 16 of Electrical Specifications must contain at least the following:

- High voltage general charge.
- Power supply and general low voltage cabinet.
- Circuits derived from lighting.
- Interior luminaire.
- Exterior luminaire
- Switches and electrical outlets.
- Transformers.
- Cables and conductors.
- Electric panel and sub panels
- Channeling and Register Boxes.
- Earth Network.
- Electrical equipment



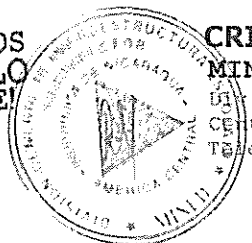
Chapter 18 of LAN Networks must contain at least the following:

- Network topology to implement
- Inventory of active and passive network components with their respective specifications.
- Communication equipment to be implemented and their respective technical specifications.
- Tests and procedures during the implementation of networks and technological equipment.

Chapter 19 Miscellaneous Works should contain at least the following:

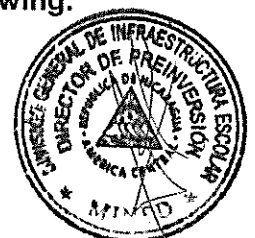
- firefighting system.
- Signage system.

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- Other systems: Audio and projection systems.

Chapter 20 of External Works must contain at least the following:

- General conditions.
- Sidewalks and platforms (including access ramps)
- Gardening.
- Arborization and grass.
- Sports courts.
- Storage tank for water.
- Septic tanks and infiltration well.
- Exterior lighting.
- Environmental measures:
 - Section IA: Health and Safety Standards at Work
 - Section IIB: Mitigation and Environmental Prevention Measures

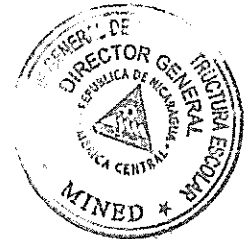
Environmental and Social Management Plans:

Environmental:

- Environmental management plan.
- Special permit for felling and/or pruning of trees.
- Rules of conduct for workers.
- Actions and measures in the event of emergencies.

Social:

- Social Management Plan.
- Procedures for Social Management.
- Temporary Relocation Plan.



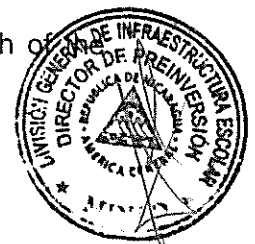
Investment budget. Present the estimated costs of the investment starting from the "Take-off" and Table with the dimensions for each scope of works by buildings, exterior works, etc. The structure of the budget will be broken down as follows:

Format of works and furniture:

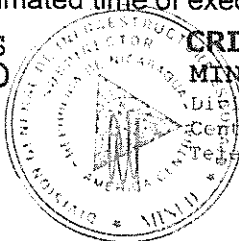
- Direct Costs: Quantities of works, materials, labor and transportation.
- Indirect Costs
- Administration + utilities.
- Total, Offer Value: The summary of $A + B + C = D$

Physical Schedule and Financial Schedule of Execution of each of eight Normal Schools, considering the following:

- Physical volume of works.
- Distribution of financial resources by time unit.
- Estimated time of execution.



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- Summary of total offer in financial program.

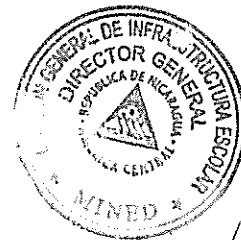
Presentation of the Project to the Authorities and Directorates of the Ministry of Education, Educational Community of each of the eight Normal Schools, as well as actors to be defined by the MINED.

- f. Requirements to be met by designs

The designs to be carried out in the preliminary draft and project stages must comply with the activities recommended by the following guidelines and regulations in Nicaragua, corresponding to the institutional spheres (MINED), national and municipal:

- Measures (structural and non-structural) for the management of prospective and corrective risk to threats of natural origin, according to Law 337 "Law creating the National System for the Prevention, Mitigation and Attention of Disasters"
- For the structural design of the building, according to the National Construction Regulations (RNC-07) and its updating
- Nicaraguan Mandatory Technical Standard for Accessibility, NTON, 12006-04
- Current standards for the design of the electrical system in Nicaragua issued by the Nicaraguan Institute of Electrical Energy (INE) and the Electricity Distribution Company.
- Current regulations for the design of the hydro-sanitary system, issued by the National Water Authority (ANA) and National Water and Sewage Company.
- Management of the consulting firm, in coordination with MINED for the approval of the Designs by the mayor of the municipality corresponding to each municipality and national authorities.
- The LAN Network Design shall meet the following standards for transmission requirements and channel performance set out in the latest updates: EIA/TIA-568 B.1 Commercial Building Telecommunications Cabling Standard 2001; IEEE 802.11 (ISO/IEC 8802-11); TIA/EIA 568B; EIA/TIA-1179 2009; ANSI/ TIA-568-C.2; EIA/TIA TSB-67; TIA/EIA 569A; TIA/EIA 606A; J-STD-607-A; ISO/IEC 1180:2001 Class EA and ISO/IEC 11801 Información Technology Generic Cabling Systems, 2002.

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6) EXPECTED PRODUCTS

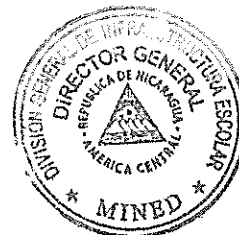
g. Work Plan and Schedule for the Execution of the Consultancy

Narrative document that describes all the activities that are required to achieve the products, indicating the deadlines required for their delivery and approval, as well as those responsible for their execution by specialty. The Work Plan must reflect the delivery times of the products described in Table No. 6 of Section 11 of these Terms of Reference. The methodology must include the BIM Execution Plan (Building Information Modeling), BEP, which must be in accordance with the ISO-19650 standard. The content of the BIM Execution Plan will be presented in two complementary parts: bidding phase (pre-contract) and execution phase (post-contract signing). The minimum content of the BEP shall be in accordance with Annex No. 3. The BIM technology platform to be used shall allow interoperability in accordance with the IFC2x3 Standard (ISO-16739).

Includes detailed Execution Schedule by consulting stage, activity, and responsible, in calendar days.

The delivery time for this product is within the first 20 days after the contract is signed and the start order delivered.

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h. Diagnosis and of pre-feasibility Study

Set of documents that includes Report on the Consultation Process, the Architectural Program, Site Analysis, Technical Studies, Inventory of furniture requirements, equipment and technological equipment, Projected investment costs required by each of the eight Normal Schools.

The delivery time for this product is 100 calendar days after the Work Plan is approved.

i. Architectural Design

Set of documents that includes Technical Studies and the Preliminary Design Project, in which 3 alternatives of design and alternative selected by MINED must be delivered.

The delivery time for this product is 60 calendar days after the approval of the Diagnosis and Pre-feasibility Study.

j. Design Project

Set of documents including Report, Design, General and Construction Plans, Architecture, Exterior Architecture, Structural, Electrical, Hydro-sanitary, LAN networks for data, VoIP telephony, videoconference with CCTV, video surveillance, digital audio systems and projection, including their respective Calculation Reports, Technical Specifications, Environmental and Social Management Plans, Budget, Physical and Financial Schedule.

The delivery time for this product is 50 calendar days after the approval of the Preliminary Design Project.

k. Final Report

Document containing the results of the presentation of the project to the Directorate and Directorates of the MINED, Educational Community of each of the eight Normal Schools, and key actors to be defined by the MINED.

The delivery time for this product is no later than 60 calendar days after the Design Project is approved.

Documents must be prepared in computer applications such as Microsoft Office Professional Plus 2016.



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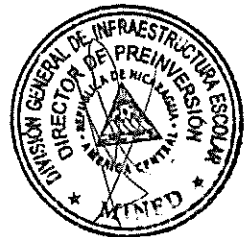
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- Narrative documents must be prepared in Word, Arial number 12, single line, and delivered in print (two originals and one copy) and in digital. The printed document must be in Letter size, in color, and duly signed and sealed. All relevant annexes should be attached.
- The Calculation Reports, Table Memory of dimensions by Scope, Budget and Scope of Works by Activity, Stages and Sub-stages of each building belonging to the set of each of the eight Normal Schools, must be elaborated in Excel program, editable format. The printed document (two originals and one copy) must be legible, in Charter, Legal and/or Tabloid size, as appropriate, in color, and duly signed and sealed by an Engineer or Estimation Engineer with at least 5 years of experience. Budgets should refer to labor costs, transportation, and construction materials approved by MINED. It shall include copies of catalogues, equipment data sheets, as well as any technical information on special equipment and materials required by the project.
- The Schedules must be elaborated in program Project and its support of calculation memory of the duration of such activities in editable format. The printed document (two originals and one copy) must be legible, in Charter, Legal and/or Tabloid size, as appropriate, in color, and duly signed and sealed by Planning Specialist works /Construction Project Manager.
- Architectural - construction plans must be generated by the BIM tool indicated in the BIM Execution Plan and be compatible with the AutoCAD 2020 program, editable format. In printed form (two originals and one copy), they must be presented on bond paper, size A-0. Also, all the plans must be in originals and bring the box with the data of the Project and signature of the Architects and/or Engineers responsible by specialty (Architecture, Structural, Hydro-sanitary, Electrical, Acoustic, Landscape Architecture, Civil Engineering, Topography, Voice and Data, among others).
- The digital version of these documents must be delivered on a **Solid-State Disk**, which contains all the information from the formulation and design work, such as plans, calculation memories and other documents related to the project. The digital model of the Building of each Normal school must be delivered in the native format (owner) and IFC format, which must also include the non-geometric information of the model, duly linked to the model.

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7) COORDINATION OF THE CONSULTANCY

The consulting firm will report directly to the General Division of School Infrastructure, which delegates to the Pre-Investment Division the coordination of this consultancy, with the participation of the General Directorate of Teacher Training, Division of Information Technology and Communication (DITC), and Directorate of Educational Technology (DET).

These MINED areas will provide relevant information on functional and technological requirements, parameters, criteria and standards for the design of the Normal Schools and other information, as well as support in the relevant coordination with other MINED bodies required to consult at the Headquarters, Delegations and at each Normal School.

For the delivery of each product, at least two revisions will be agreed by the General Division of School Infrastructure, General Directorate of Teacher Training, Division of Information Technology and Communication (DITC), and/or Directorate of Educational Technology (DET). The review deadlines will be agreed between MINED and consulting firm, differentiated by delivery of the amount of documents of each product.

The place where the consultancy will be carried out is in the own facilities of the consulting firm, and in any other place that is necessary to fulfill the objectives foreseen with this consultancy, after coordination and approval of the MINED.

8) TECHNICAL QUALIFICATION OF THE BASE TEAM OF THE CONSORTIUM

Criteria for the selection of a Consortium formed by Kuwaiti consulting firm in association with a National Consulting Firm: The criteria for the selection of the consortium of Consulting firms and its corresponding evaluation are indicated in Table No. 3

Table No. 3 – Criteria and assessment

Criteria	Valoration
1. General Experience in building design vertical (Building)	Have designed at least eight (8) projects of vertical Works similar (building works), with an area greater than 1000m ² .
2. Experience in public use projects	Have designed at least (4) projects with area greater than 1000 m ² (Can be concurrent projects in the same years)
3. Experience in multidisciplinary team coordination.	To have coordinated at least 5 projects multidisciplinary teams from engineering, architecture, social and/or pedagogical disciplines.
4. Proposed base team Experience (weighted).	At least 5 years of weighted experience of proposed base team specialists.

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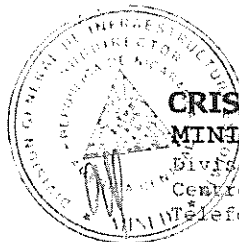
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The consulting firm shall comprise a minimum basic team with the following specialties:

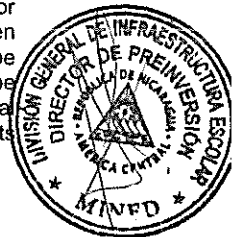
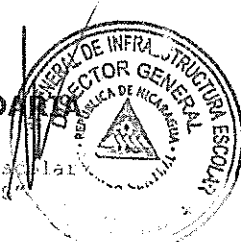
Table No. 4 – Base Team for Consulting Development

Position	Academic Degree	General Experience	Specific Experience directly related to the requested study and requirements
BASE TEAM			
Coordinator	Architect and/or Engineer with	5 years of professional practice	Coordination of multi-disciplinary teams in at least 5 projects. Five (5) minutes of Receiving End and/or permits in similar works (Design of Works Vertical) or projects of greater scale, that have been executed in the last few years in its default shall be attached a copy of the contract, the Records submitted must be to the name of the proposed Architect.
BIM Manager	Architect, Engineer or related career with specialty in BIM Methodology	3 years of professional practice	Experience 3 years and three (3) projects as BIM Manager. In its default may be attached a copy of records, contracts, records or any other document, which shows the experience as a BIM Manager. The documentation submitted shall be in the name of the BIM-Manager proposed.
Architect-Designer	Architect	5 years of work as a professional	Five (5) completion certificates of Receiving End and/or permits in jobs similar (Design of Works Vertical), for the past few years, in similar projects or in projects with a larger area of 1000m ² , in its absence, may be attached a copy of the contract, the articles submitted should be in the name of the Architect proposed (can be concurrent projects in the same year).
Landscape Architect	Architect with a specialty in outdoor architecture, site planning, landscape architecture or Professional with a specialty in landscape or garden design.	5 years of work as a professional	Five (5) Minutes of Receiving End and/or permits in works where you have exercised outdoor design, landscapes or gardens. in its absence, may be attached a copy of the Proceedings to be presented must be in the name of the Architect proposed (can be concurrent projects in the same year).
Structural Engineer	Engineer or architect with a specialization in structures.	5 years of work as a professional	Five (5) Minutes of Receiving End and/or permits in jobs similar (works vertical) or projects of greater scale, that have been executed in the last years, In its default may be attached a copy of the Proceedings to be presented must be in the name of the Structural Engineer proposed. (can be concurrent projects in the same year).

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Electrical or
Electromechanical
Engineer

Electrical or
Electromechanical
Engineer

5 years of work as a
professional

Five (5) Minutes of Receiving End and/or permits in jobs similar (works vertical) or projects of greater scale, that have been executed in the last years. In its default may be attached a copy of the contract, the Records submitted must be to the name of the Engineer, Electrical or Electromechanical proposed. (can be concurrent projects in the same year).

Hidrosanitary
Engineer

Qualified Professional
with the career of Ing.
Civil, or related careers,
with postgraduate studies
in sanitary tasks,
hydrology, hydraulics,
water treatment.

5 years of work as a
professional

Five (5) Minutes of Final Receipt and/or participate in similar jobs (works vertical) or larger projects that have been implemented in recent years, In its default may be attached a copy of the contract, the articles submitted should be in the name of Civil Engineer Hydraulic proposed. (Can be concurrent projects in the same year).

Geotechnics

Soil specialist Engineer
(Geotechnics)

5 years of professional
practice

Five (5) Minutes of Final Receipt and/or participate in similar jobs geotechnical studies in work vertical, of the last few years, in similar projects or in projects with a larger area of 1000m², in its default shall be attached a copy of the contract, the Records submitted must be to the name of the proposed Engineer. (Can be concurrent projects in the same year).

Surveyor

Civil Engineer or
Topographer

5 years of professional
practice

Five (5) Minutes of Receiving end and/or permits in jobs similar (topographic Survey, Planimetry and Altimetry), of the last few years, in similar projects or in projects with a larger area of 1000m², in its default shall be attached a copy of the contract, the Records submitted must be to the name of the Surveyor proposed. (Can be concurrent projects in the same year).

Estimation
Engineer

Civil Engineer or
Architect

5 years of work as a
professional

Five (5) Minutes of Receiving end and/or permits in jobs similar (Works Vertical), for the past few years, in similar projects or in projects with a larger area of 1000m², in its default shall be attached a copy of the contract, the Records submitted must be to the name of the proposed Estimation Engineer. (Can be concurrent projects in the same year).

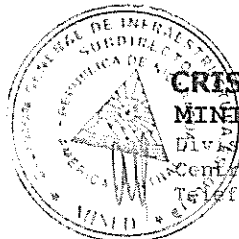
Communications
and Networks
Specialist.

Engineer in
Telecommunications,
Systems, Electronics.

5 years of work as a
professional

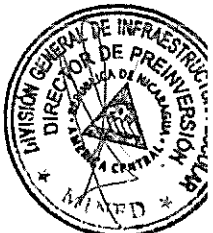
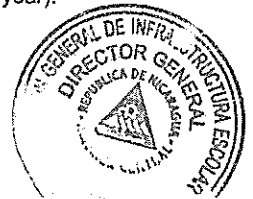
Five (5) Completion certificates of Receiving end and/or permits in jobs similar (component technology: data Networking and unified communications), for the past few years, with ranges similar to those considered in the present project. It will accept certificates from the year 2011, in its default shall be attached a copy of the contract, the Records submitted must be to the name of the proposed Specialist. (Can be concurrent projects in the same year).

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**Social Specialist
(Only required for the Nicaraguan Consulting Firm)**

Professional with a degree in social anthropology, social development, educational sciences, sociology, or related careers

4 years of experience in the field of Social.

Proof of work where you have exercised, coordinated or participated in projects where there has been a social component.

The Minutes, Records or other documents evidencing a present must be in the name of the proposed specialist.

Environmental Specialist.

Professional degree in environmental engineering, architecture, civil, agronomist, agroforestry, environmental sciences or related careers with specialization in management or environmental management.

4 years of experience in the field of the development of environmental studies or environmental impact

Proofs of work where you have exercised, coordinated or participated in projects in function of the environmental analysis and environmental management plan.

The Minutes, Records, or other document evidencing a present must be in the name of the proposed specialist.

Note 1: You need to include in the CV letters signed by each one of the specialists in stating that you are participating for this consultancy. To request a change after the signing of the contract, this must be with an experience equal to or greater.

It will be evaluated for the academic degree requested, other complementary studies and/or demonstrable experience of the members of the consulting firm. The consulting firm shall indicate the proposed participation of each member of the team at each stage of the work.

The Nicaraguan consulting firm that forms "Joint Venture" with the Kuwaiti Consulting Firm, which came to be selected and awarded for the development of this consultancy, must submit their **Operating license under the category of Design according to the law regulating of the activity of Design and Construction (issued by the MTI)**, before the signing of the contract. In cases, the "Joint Venture" uses the services of the following Nicaraguan specialist-consultants they also must submit their "Operating license" issue by the MTI:

- Architect-Designer
- Structural Engineer.
- Hidrosanitary Engineer
- Geotechnical Engineering



In the cases of the "Joint Venture" uses the services of the following Nicaraguan specialist-consultants they must submit their "Operating License" as indicated:

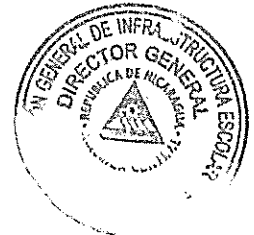
- Electrical or Electromechanical Engineer: Operation License in force issued by the Direction of Fire of Nicaragua (DGB).

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- Surveyor: License Cadastral in Force.

9) THE FORM OF PAYMENT FOR PRE-INVESTMENT WORK

The form of payment, shall be as follows:

Table No. 5 – Products, term and percentage of payment

Products	Delivery time for outputs (calendar days)	Payment Percentage of the contract value	Pre-requirement and requirement
Work Plan and Schedule	25 days	20% against delivery of approved documents	Signing of the contract and delivery of start order.
Diagnostic and Pre-Feasibility report	60 days	15% against delivery of approved documents	The phase should start after the approval of the Work Plan by MINED
Preliminary Design Project	60 days	20% against delivery of approved documents	The preliminary project must begin once the Diagnostic and Pre-feasibility Report by MINED has been approved
Design Project	90 days	30% against delivery of approved documents	It must initiate, once approved the Preliminary Design Project by MINED
Final Report and Delivery	35 days	15% against delivery of documents approved	Will start once approved the Design Project

Payments require the approval of each product MINED and Non-Objection from the donor organism.

Payments will be made in United States currency: US\$ dollars

10) TERM OF EXECUTION OF THE CONSULTANCY

The consultancy will have a duration of two hundred and seventy (270) calendar days starting from the Order of Start, after signing the contract with a contractual term of 330 calendar days from the Order of Start.

Table No. 6 – Products with delivery times (milestones)

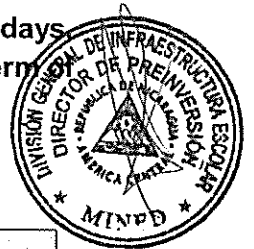
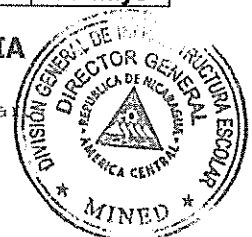
Product	Product Delivery Deadline (Milestones) (Calendar days)				
	25 days	60 days	60 days	90 days	35 days

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Work Plan and Schedule of Activities	X				
Diagnosis		X			
Preliminary Design Project			X		
Design Project				X	
Final Report and delivery					X
Total (Term of the consultancy)	270 days				

Note: Within this period are included the review times of each product to be delivered. The review deadlines will be agreed between MINED and consulting firm, differentiated by delivery of quantity of documents of each product

11) INTELLECTUAL PROPERTY

The material delivered by the Ministry of Education and the key stakeholders consulted can only be used for the purposes of this consultancy. The consulting firm may not use, in part or in full, the information and material produced by this consultancy for purposes other than those proper to this work. Likewise, may not use the information of the procurement, hiring and other procedures to which has access as a result of its work, for purposes other than those of this work.

The material produced by this consultancy will be the property of the Ministry of Education, which will have the exclusive rights to use, modify, publish and disseminate the products that originate from said work.

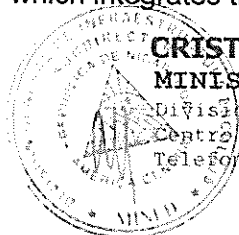
12) ANNEXES.

Annex No. 1. Basic Environmental Information for Inclusion in the Pre-Investment Study

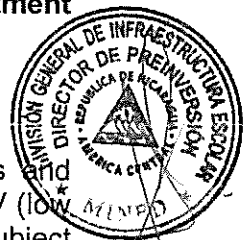
I. Environmental Management Plan (EMP)

According to Decree 20-2017, System of Environmental Evaluation of Permits and Authorizations for the Sustainable Use of Natural Resources, projects category IV (low impacts), in its article 18, numeral 14: Education Projects (Schools, Institutes), are subject to the presentation of an Environmental Management Plan to obtain the Environmental Authorization issued by MARENA.

In order for the project to comply with national environmental legislation, it is necessary to draw up an EMP, which integrates the requirements demanded by MARENA in annex



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N° 7 of Decree 20-2017, Guidelines for the Development of the Environmental Management Program for Category IV Projects.

When projects are located in the Autonomous Regions, applications must be made to SERENA, who will be responsible for issuing the Environmental Authorization.

In order to obtain the authorizations, technical inspection must be carried out at each school, together with an inter-institutional commission, which will verify the information submitted by the MINED.

Below, a structure of EMP is presented that is more exhaustive than that required by MARENA in the decree, which is the structure that MINED uses for the management of Environmental Authorization for the Improvement of Schools.

Table No. 1: Contents of the Environmental Management Plan.

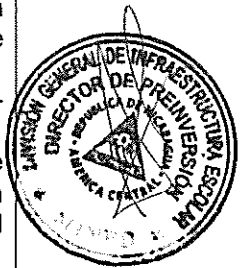
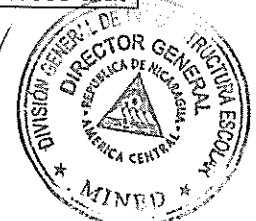
No.	CHAPTER	CONTENTS
1	Introduction	<p>1.1 Objective: Objective of the EMP</p> <p>1.2 Scope: Scope of the EMP</p> <p>1.3 Methodology: Activities develop to elaborate the EMP</p>
2	Project	<p>2.1 Location: Geographic location where the project is planned to be implemented. Include Location Map, total area, polygon coordinates, map sheet.</p> <p>2.2 Description: Description of the works to be develop.</p> <p>2.3 Estimated investment:</p> <p>2.4 Flat with Project: developed by the design area</p>
3	Environmental Diagnosis	<p>3.1 Physical Aspects: Physical Characteristics (soil, hydrology, etc)</p> <p>3.2 Biological Aspects: Biological Characteristics (flora, fauna, etc)</p> <p>3.3 Socio-Cultural aspects: Social and cultural Characteristics (ethnic groups, archaeology, etc)</p>
4	Environmental Analysis	<p>4.1 Identification of environmental impacts: Identification of activities likely to generate negative environmental and social impacts during the execution of the works; and the potential impacts (positive, negative, direct, indirect, and cumulative) that as a result of the execution of the works can be generated. Use impact analysis matrix to determine the significance of impacts.</p> <p>4.2 Socio-environmental risk level: Define the socio-environmental risk level (High, Medium, Low).</p> <p>4.3 Applicable national environmental legislation: Indicate which national policy is activated in the project and which instruments in addition to the EMP will need to be developed to comply with environmental legislation.</p>
5	Natural	<p>5.1 Natural resources: Description of the main resources that</p>

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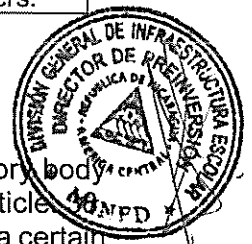
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No.	CHAPTER	CONTENTS
	Resources required for the project.	the project will use. 5.2 Inputs, materials and equipment: Description of the main inputs, materials and equipment that will be used by the project, during construction and during operation.
6	Environmental Actions and measures	Actions and measures for the prevention, mitigation and/or compensation of negative impacts as a result of the execution of the works: Describe specific actions or measures to prevent, mitigate and/or compensate for potential negative impacts by the execution of the works, including the respective budget and implementation schedule. 6.2 Actions and measures for the recovery of environmental liabilities: In the event that the project provides for the implementation of actions for the recovery of environmental liabilities, the activities to be developed should be described with the respective budget and implementation schedule. 6.3 Actions and measures to replenish the forest resources: In the event that the project contemplates the cutting of trees, the measures to be taken to mitigate the damage must be included. Indicate whether it will be necessary to develop a Special Forestry Plan. 6.4 Rules of Conduct for Workers: Provisions to regulate the behavior of workers of the contractor company shall be included. 6.5 Actions and Measures for risk mitigation and reduction: Present a contingency plan for risks, containing actions to respond to possible events that may affect workers and school community.
7	Follow-up and Monitoring	Present a follow-up and monitoring plan for the implementation of the environmental actions and measures identified in the previous chapter.
8	Participation and Consultation	Evidence of the participation and consultation processes developed should be included. This participatory process is basically the presentation of the developed instrument (EMP) to the actors involved, to inform and obtain feedback.
	Annexes	Those that are necessary as part of the preparation of the EMP. Evidence of participation processes, photographs, others.

m. Special permit for logging and/or Pruning of Trees:

To obtain the Special Permit, steps must be taken with INAFOR, as the regulatory body for the forestry sector in Nicaragua, based on Law 462, Decree 73-2003, in its article 40. INAFOR shall grant permits for the forest harvesting of a certain type of wood, for a certain volume and in a certain area.

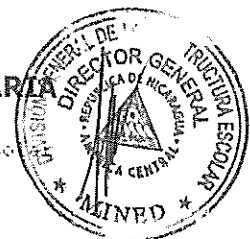


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The requirements of the CODF 14-2019, which establishes the procedure for the approval of Special Permits for Projects of National and Municipal Interest must be met. According to Article 8, projects and programs of national or municipal interest, such as school construction and improvement projects, managed by Ministries and State Institutions, INAFOR may authorize the pruning and cutting of trees of any forest species.

Permits must be managed through a forest regent accredited by INAFOR, with a valid forest regency card. According to CODF 14-2019, for education projects, a Special Permit must be obtained. As part of the requirements a Special Forestry Plan must be submitted, which is prepared by the forest regent.

The Special Forestry Plan will be developed as a requirement to be submitted to the National Forestry Institute (INAFOR), where a request for a Special Forestry Permit is required in sub-projects where the need for tree felling is determined by the effects of construction activities.

The Special Forestry Plan will be drawn up on the basis of the guidelines for the INAFOR Methodological Guide, in accordance with Articles 43 to 45 of decree 73-2003. It will also be prepared in accordance with CODF 14-2019, on the approval of the Methodological Guide for Special Permits, in Articles 8 and 9.

Technical inspection should be carried out at each school, together with an inter-agency commission, which will verify forest inventory data and other information submitted by MINED. Payments should be made for forest services, including payments for technical inspection, registration of the permit and payment for the volume of forestry development.

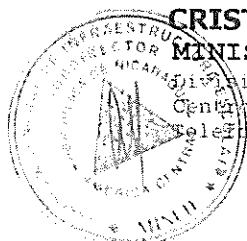
In addition, a contract for the replenishment of the affected forest resource must be established with INAFOR, which specifies the quantities and species to be replenished, and establishes a minimum period of care for the plantations of four years.

n. Standards of Conduct (Behavior) for Workers

The Standards of Conduct are part of measures to address environmental and social risks associated with construction. It applies to all staff, workers and other employees at the site of the works or other places where the works are carried out. It also applies to the staff of each subcontractor and any other staff assisting in the execution of the works such persons are referred to as "Contractor Personnel" and are subject to these Rules of Conduct, as well as to the enforcement of Law 618, General Law on Occupational Health and Safety.

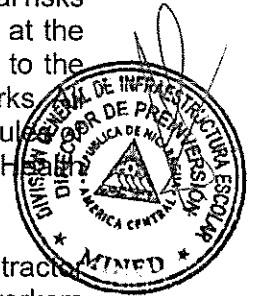
These Standards of Conduct identify the conduct that MINED requires of all Contractor Personnel. They are strictly enforced and are aimed at direct and indirect workers involved in the execution of the works (contractor, subcontractors, workers). These rules are established in order to ensure compliance with environmental, social, health and

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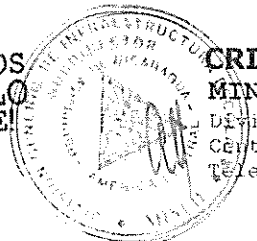
occupational safety obligations, under the framework of national legislation. Workers should be trained on the Standards of Conduct.

CONDUCT REQUIRED

The Contractor Staff shall:

1. Carry out their duties in a competent and diligent manner.
2. Comply with these Standards of Conduct and all applicable laws, regulations and other requirements, including requirements to protect the health, safety and well-being of the personnel of another contractor and any other person.
3. Maintain a safe working environment, including:
 - a) ensure that workplaces, machinery, equipment and processes under the control of each person are safe and without health risks.
 - b) comply with all working instructions, signs on the site and use the required personal protective equipment.
 - c) use appropriate measures relating to chemical, physical and biological substances and agents.
 - d) follow the applicable emergency operating procedures.
4. Report work situations which the worker believes are unsafe or unhealthy and, withdraw from an employment situation where the worker reasonably believes that presents an imminent and serious danger to life or health.
5. Take hygiene and disease prevention measures. Avoid the accumulation of puddles of water and cover containers that store water.
6. Adopt measures to save resources such as: water and energy, as well as avoid the loss of materials due to lack of protection or waste.
7. Be aware that the use of illegal substances inside the work is inadmissible. Likewise, the consumption of alcohol or other substances that alter the behavior of people.
8. The theft of materials, equipment or anything within the work, will be severely punished, this type of behavior is unacceptable. A call must be made to maintain values and good manners in the work team. Likewise, acts of vandalism in the community must be reported to the appropriate authorities, in order to maintain the order and well-being of the work.
9. Temporary connections to the power grid must not be made for the accommodation of workers and/or hold, or any other part of the work, without these being duly authorized.

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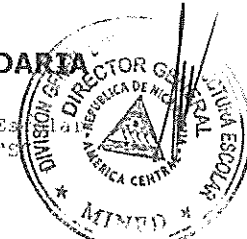
10. Maintain respect for all persons, their culture, language, birth origin, gender, disability, religious or political beliefs. Discriminatory attitudes among workers should be a cause for concern.
11. Maintain communication with the community, showing respect at all times and attending to the concerns or consultations that the community has, without discriminating against the population by its condition, educational level or economic level. They should treat other people with respect, and not discriminate against specific groups such as women, people with disabilities, migrant workers or children.
12. Maintain at all times respect to the population in general, and especially children, women and the elderly in the community. Avoid expressing foul words, gestures with sexual reference, compliments and/or touching.
13. Not engage in any form of sexual harassment, including unwanted sexual advances, requests for sexual favors, and other unwanted verbal or physical conduct of a sexual nature with the staff of other contractors or the Contractor.
14. Non-participation in Sexual Exploitation, which means any actual abuse or attempted abuse of vulnerable position, abuse of power of trust, for sexual purposes, which include, among others, the monetary, social or political of the sexual exploitation of another.
15. Not participating in Sexual Abuse, which means actual physical activity, threat or intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
16. Not to engage in any form of sexual activity with persons under the age of 18, except in the case of pre-existing marriage.
17. Participate in and receive relevant training courses provided by the contractor company in relation to the environmental and social aspects of the Contract, including health, safety, sexual exploitation and abuse (SEA) as well as sexual harassment (SH).
18. Take special care in communicating with indigenous and Afro-descendant communities, respecting local authorities or community leaders, culture, language and ways of life. Special care should be taken to respect sacred objects and temples or other religious objects, to avoid taking photographs without permission, avoid damaging forests, rivers or sites protected by communities.
19. Be aware that violent attitudes in the construction site or staff accommodation sites will be sanctioned. To report that workers may be removed from their positions in case of bad behavior such as: spreading contagious diseases, sexual harassment, gender-based violence, illegal or criminal activities.

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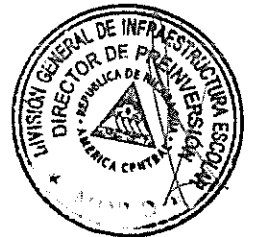
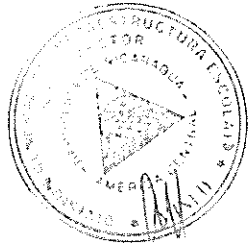
20. Not to allow minors access to the works. If schoolchildren are relocated near the school on site, security measures must be taken to avoid any damage. Likewise, do not allow access of unauthorized personnel in the work. The visits must be approved by the construction supervisors, visitors must carry personal protective equipment (PPE, such as helmets, vests and closed shoes) to be able to access the work.
21. Maintain cleanliness in the sanitary facilities. Physiological evacuations outside the sanitary facilities provided by the company shall not be permitted.
22. Protection and proper use of the property must be ensured, no burning of garbage or hunting of wild animals, no spilling of polluting substances, no cutting of trees that are outside the forest permit, no damage to areas that will not be intervened by the project.
23. Report non-compliance with the Standards of Conduct. No reprisals will be taken in this regard. The failure must be reported to the Resident Engineer of the contractor company, which will proceed to verify the complaint to apply the necessary corrective actions.

The Standards must be monitored and their compliance must be reported by the Resident Engineer of the Contractor Company, the Project Management of the contractor company, the Resident Works Supervisor-MINED and the Project Management by the MINED.

The contractor shall ensure:

- Let each worker know and manage the Standards of Conduct.
- That the worker be trained in the application of the Standards of Conduct.
- The worker should recognize that compliance with the Standards is mandatory and is a requirement for obtaining work.

That the worker recognizes that non-compliance with the Rules of Conduct may cause dismissal or even (accusation) report to the appropriate authorities.



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o. Actions and Measures in the event of Emergencies

The following is a series of environmental, health and occupational safety measures, which aim to guide the way in which those involved in the project proceed in the face of possible emergencies, eventualities or natural phenomena affecting the sub-project area. Such measures should be established in order to prevent, control events and protect the health of workers, the environment, project assets, as well as to avoid additional costs.

The measures must be taken into account to develop a Prevention Plan for possible emergencies for each work. The measures must be based on a risk analysis of the project site, which means that the characteristics of the locality where the school is located must be taken into account. It will be necessary to identify those responsible and their functions, which will ensure the implementation and monitoring of the contingency plan.

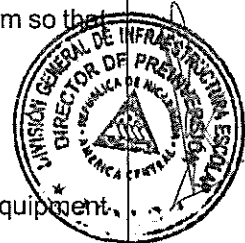
Through this plan the contractor must enforce the General Law on Health and Safety at Work (Law 618), which establishes responsibilities on the part of the company and responsibilities on the part of workers, such provisions are mandatory.

The following table contains the prevention measures described for each variable or type of hazard found in the areas where the Project is involved. The main risks identified by MINED were taken into account in determining these variables.

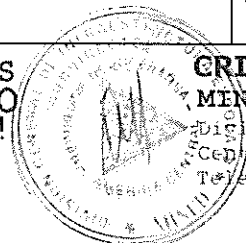
Foreseeable Anthropogenic Risks in the Areas of Influence of the Project: Anthropogenic risks are those that arise from the activity of people.

Table No. 2: Risks and Measures for Man-made Eventualities

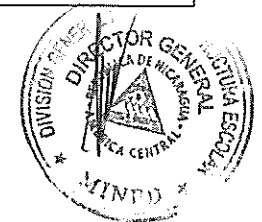
Risks	Location	Preventive Measure
Fire	Storage and fuel handling sites	<ul style="list-style-type: none"> - Careful compliance with industrial safety regulations in relation to fuel storage. - Maintaining a fire extinguisher - Check the fire extinguishers monthly, moving them so that their contents do not harden. - Keep the fire department numbers at hand. - Labelling of flammable materials - Power and gas cut. - Evacuate to the safest meeting point. - By suspending work disconnect electrical equipment, mainly on weekends and holidays. - If the clothes catch fire, don't run. Throw yourself on the ground, roll over yourself and protect your face with your hands. - Do not throw seemingly off matches into the bin; This can cause a fire.



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Risks	Location	Preventive Measure
		- Try to protect your face and airways with pieces of wet cloth and wet your clothes.
Chemical poisoning (Paint, diluent)	Warehouse of chemical materials	- Train personnel in the handling of hazardous substances. - Read and follow the indications that are reflected on the labels of chemicals in the hold. - Properly carry personal protective equipment (PPE) in activities involving hazardous substances. - Immediately transfer the affected persons to the nearest health center or medical station for treatment. - Labelling of hazardous materials.
Fuel or another chemical or toxic substance spills.	Storage and handling sites for fuel, other chemical or toxic substances	- The first person to observe the spill should sound the alarm, the product flow should be stopped immediately, as long as the spill persists. - All ignition sources must be removed (no smoking, prevent breakers from acting, cut off the area's electricity, do not turn on vehicles near the spill) - Evacuate the area, place dry chemical powder extinguishers around the spill area. - Water should not be applied to the spilled product, if the spilled volume is small dry the remaining fuel with sand, rags, sawdust, sponges or synthetic absorbents; warn the neighbors about the danger.
Danger of electrocution	Can be presented on all fronts of the work	- De-energize the circuit or conductive line in the area. - Immediately transfer the affected persons to the nearest health center or medical station for treatment. - Point, delimit the affected area. - Make repairs and make accident assessment. - Keep marked and labeled areas.
Accidents at work	Can be presented on all fronts of the work	- Compliance with personal security regulations. - Maintain a first aid kit. - Clear signs to warn workers and visitors about the type of risk in the area. - Enclosures with reflective tapes, meshes and barriers in the most likely accident sites.

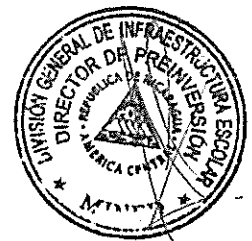
Foreseeable Natural Disaster Risks in The Project Catchment Areas: Natural disaster risks are those that originate in nature.

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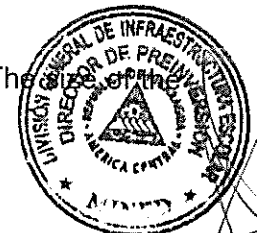
Table no. 3: Natural hazards and contingency measures

Risks	Location	Preventive Measure.
Flood	Areas near to rivers, lakes or lagoons	<ul style="list-style-type: none"> - Monitor water source floods that pose risks. - To raise awareness among workers of the hydrological risks due to the proximity of surface water sources. - Publicize at-risk sites, safe sites, and ways to evacuate. - If possible, turn off and disconnect electrical equipment. - keep emergency phone numbers at hand.
Earthquakes	Everywhere in the work.	<ul style="list-style-type: none"> - Conduct simulation campaigns - Maintain an evacuation plan, with duly marked routes. Identify risk-free areas. - Maintain first aid kit and emergency equipment. - The most important thing is to stay calm; you must avoid shouting; - Decide to return to normal (at least one hour later). - if it is possible to turn off and disconnect electrical equipment. - Stay in the evacuation zone and do not return to the work area until further notice. - Check electrical connections, fuel storage, or if there are gas leaks in the affected area.
Hurricanes	Everywhere in the work.	<ul style="list-style-type: none"> - Pruning trees that can detach and cause damage. - Carefully select the most secure areas. - Comply with COMUPRED guidelines* - Have a first aid kit on hand. - Count on food and water. - Identify the shelters assigned by the COMUPRED. - Take the necessary measures to protect materials and equipment exposed to inclement weather. - Establish communication channels with the community.

*Municipal committee for Prevention, Mitigation and Response to Disasters.

General actions to be included in the Contingency Plan:

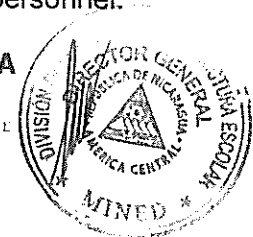
- Train workers on safety behavior on the site, before starting work.
- Conform a brigade with the workers for attention and early warning in an emergency.
- Coordinate the brigades with the community and state institutions such as: mayor's office, firefighters, Red Cross and others (MINSA, SERENA, MARENA, INAFOR etc.) (if any)
- The monitoring team must have at its disposal the directory of relief units.
- Identify risk areas, evacuation routes, safety zones at the project level. The evacuation plan shall be presented in at least A3 format.
- Have a first aid kit and emergency equipment at hand.
- Give the alarm in case of high risk, emergency, accident.
- Assist people and urge them to remain calm in an emergency.
- Use security equipment and media to alert staff in case of emergency.
- Stay in the security area for a reasonable amount of time.
- Have a list of staff working and perform the physical count and control of personnel.



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- Ensure that workers who were affected are treated and transferred to health care facilities according to the degree of urgency.
- Monitor and report incidents on the site, affects and solutions applied, by telephone and in writing.

Coordinate the actions necessary for the settlement of the consequences and the restoration of working conditions.

Annex No. 2. Content of the Social Management Plan

p. Required studies in the Social Aspect

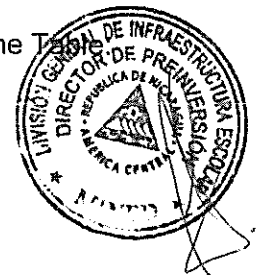
1. Social Assessment to determine the social requirements in the Teacher Training Centers at the national level selected as potential beneficiaries through the financing of the State of Kuwait. In the diagnosis it is important to identify and record possible affectations.

This activity will be carried out through a consultation process, starting with the call for representatives of the educational community, representatives of the Municipal Delegation, in order to evaluate the possible effects, and reach agreements for the resolution of situations in territory, in case proposals or requests arise from the population, should be included in the tender for Contractors. Field card must be attached to evaluate affectations.

2. Minutes of community agreements and commitments with representatives of the educational community, local authorities, Municipal Mayors, MINED Departmental, Municipal and MINED Central.
3. Act of Temporary Nonrelocation (for the cases that apply).

• **Procedures of Social Management**

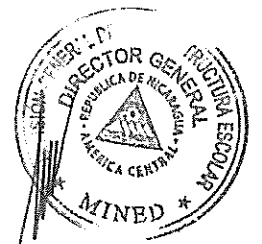
The procedures of social management are summarized and described in the Technical Coordination of field visits.



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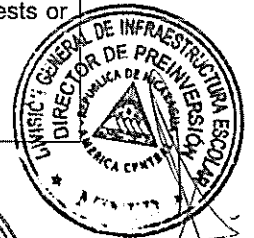




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Step	Responsible	Descripción of the activity
1	Social Team	Social Team initiates the management process and organizes the Assembly of Information and Consultation with the Educational Community and in case of Afro-descendant Peoples and Communities: Authorities and Leaders. In this first step, communications are made with the Director of the School, who in turn summons the educational community and the corresponding or competent authorities.
2	Liaison with the Territories- DGIE	Responsible for Liaison from the offices of the MINED Headquarters to the Territories, reports and convenes for the Information and Consultation Assembly with the communities pre-selected to be benefited by the Project: Educational Communities. In the case of Indigenous Peoples: Territorial Government, judge, trustee, pastors and political authorities. Council of Elders and Priests or Church delegates.
3	Central School Infrastructure Directorate, responsible for the unit of Autonomous Education Subsystem Regional (SEAR)	Publication and call for proposals through intra-institutional communication. Taking into account the geographical dispersion, the consultations should be carried out in each of the communities, locating the most convenient place and time for the population (men and women) to attend. The role of SEAR is to design and coordinate activities and actions related to school infrastructure works with autonomous regional governments and indigenous and Afro-descendant territorial governments.
4	Social Team Municipal Government	Social Team establishes contact with director of the Special School to confirm the participation of the summoned.
5	Participants Summoned	Director of the Normal Schools, educational community and teaching staff, local, municipal authorities, national police. For consultations with indigenous and Afro-descendant peoples, the social team will rely on local translators as a culturally appropriate communication process. The consultations will be carried out with the educational community and with the participation of leaders: territorial government, judge, trustee, pastors and political authorities. Council of Elders and Priests or Church delegates.



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Step	Responsible	Descripción of the activity
6	Team Specialists-DGIE	<p>Participants and Consulting Staff who facilitate Information and Consultation Assembly. Elaboration of the Social Diagnosis for the Study of Pre-Investment. In case of application of Temporary Relocation Plan: In case of possible effects: make specific report of them. Carry out the diagnostic survey and social minutes, results of the information and consultation report. Drawing up minutes of Community agreements and commitments In case of failure to carry out the Temporary Relocation Plan: it must be done by filling in the minutes of No Temporary Relocation. (Mention the reason for not relocating)</p>

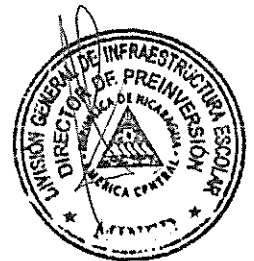
- **Social Diagnosis Format**

**MINISTRY OF EDUCATION
MINED - DGIE
SOCIAL DIAGNOSIS
FOR SCHOOL INFRASTRUCTURE WORKS**

SOCIAL DIAGNOSIS

1. GENERAL INFORMATION OF THE PROJECT

a. Name of educational establishment:	
b. Department or Region:	
c. Municipality:	
d. Indigenous Community/Region and/or Territory:	
e. exact Address of the school:	
f. Single school establishment code	////
g. Code of the educational establishment:	////
h. Date of preparation:	
i. Processor by:	

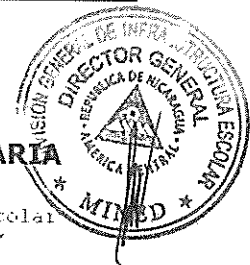


2. Legal Status of the Land

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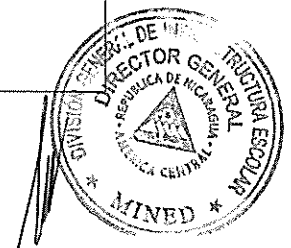
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2.1 Social diagnosis																																																						
a. Historical reference of the school	Normal School (Describe historical overview of the school, year of foundation, times of intervention works)																																																					
b. Diagnosis of the Educational Service	<p>(Description of school arrangements and schedules)</p> <table border="1"> <thead> <tr> <th colspan="4">Enrollment in Normal School</th> </tr> <tr> <th rowspan="2">Modality</th> <th colspan="3">Year</th> </tr> <tr> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td colspan="3">Total</td> <td> </td> </tr> </tbody> </table> <p>Source: (Description of administrative and teaching staff by sex and modality) (Description of type of organizations existing within the school, such as the</p> <table border="1"> <thead> <tr> <th colspan="5">Inventory of the Normal School</th> </tr> <tr> <th>Description</th> <th>Quantity</th> <th>Good condition</th> <th>Fair condition</th> <th>Poor condition</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p>School Feeding Committee SFC) Source:</p>	Enrollment in Normal School				Modality	Year			Male	Female	Total									Total				Inventory of the Normal School					Description	Quantity	Good condition	Fair condition	Poor condition																				
Enrollment in Normal School																																																						
Modality	Year																																																					
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Inventory of the Normal School																																																						
Description	Quantity	Good condition	Fair condition	Poor condition																																																		
c. Indigenous and Afro-descendant diagnosis (if applicable)	(If applicable)																																																					

3. SOCIAL ANALYSIS

a. Characteristics of the information and consultation meeting	Community Governance
	<p>The Consultation of the School (Description of the consultation process, number of participants by gender)</p>



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b. Potential for socio-cultural effects, land use, tangible and intangible heritage	(If applicable)	
c. Temporary Relocation	(If applicable)	
d. Commitments for school maintenance	a. Land cleaning and garbage recollection	
	b. Maintenance of green areas	
	c. Cleaning of classrooms, workshops, toilets, others.	
	d. Verification of operation and care of water tanks, pumps, drains, others.	
	e. Inspection of gutters, roofs, winter watercourses, slopes, others.	
	f. Report of malfunction, ruptures, premature deterioration, others.	
e. Summary of the agreements	(Description of the agreement)	

7.2. Social Viability
[Brief description of the factors justifying the social viability of the project]

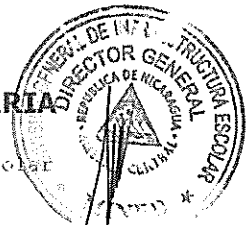


PHOTOGRAPHIC RECORD:

(Photograph gallery of the consultation process, of the School Infrastructure)



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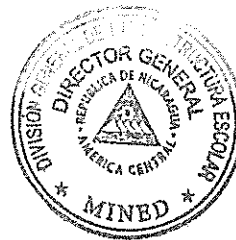




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Annex No. 3. Information Required by MINED

The TOR and the Base Specifications and Conditions (BSC) indicate information required by MINED and that the consulting firm must respond in this Plan. This includes information on: (1) Work planning, (2) Coordination, (3) Collision detection, (4) Safety and health management, (5) Collaboration procedures such as meeting details, schedules and agendas, and (6) Model management, including file storage, structure and modeling. The digital model of each Normal School will be used for budget, construction details, coordination of specialties, estimation of quantities, simulation of the construction process, operation and maintenance of the asset.

- **Part 1 - BIM Execution Plan (BEP) pre-contract**

General Description: Describe an executive summary of the Plan, including the Purpose of the BEP.

Project Information: This section is usually an introduction to other team members and helps them understand what the project is all about. Include information such as project name, description, location, critical dates, key project members, project roles. The project team uses critical timeline information for future reference as the project develops.

Project Goals and Objectives: The consulting firm indicates the strategic value and specific use of BIM in the project, as well as includes important milestones in line with the project programme.

Project Implementation Plan (PIP): This section is presented as part of the initial BEP for each specialty (architecture, engineering, etc.) and will participate in the project design phase. Include company organization charts and details of project roles.

Project Information Model Delivery Strategy (PIM): The main goals and objectives for the implementation of BIM should be considered and established as a project strategy document. This section should set out which tasks will be carried out and who will carry them out.

- **Part 2 - BIM Execution Plan (BEP) Post-signature of the Contract**

The BEP is a living document that you will constantly update and review. The consulting firm that wins the tender (congratulations) must further develop the BEP prior to the contract in the form of a post-contract BEP. The post-contract BEP should contain everything in the pre-contract document plus the following information:

Management: The firm must include details of roles and personnel, responsibilities and authorities. In case the firm cannot complete this from the start, you should update it as the



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project progresses and when the information is available. It should also be included with the way it proposes that the information should be approved.

Exchange of Information: The consulting firm shall indicate which elements of the model are exchanged for discipline, when they will be exchanged and who will do so. The matrix of responsibilities describes agreed responsibilities, task information delivery plans and master plans for information delivery.

Quality Assurance Procedures of the Model: The consulting firm must define and indicate the general strategy to ensure quality. Details of modeling standards, naming conventions, model origin points, agreed tolerances for all disciplines, and change control procedures should also be included.

Communication Strategy: The consulting firm gives details of how it intends to communicate with the project team, what media it will use, and what types of meetings it will have and when. Also set up protocols on how the project team will create, upload, circulate, and subsequently archive the information.

Model Structure: The consulting firm will detail how the project team will structure the model; for example, how various disciplines divide the model into an appropriate scheme, such as floor by floor. Also included are the file nomenclature structure and naming conventions, coordinate systems, classification structure and modeling standards in harmony with the quality assurance procedures of the model.

Building and Facility Management Requirements: The consulting firm should indicate here how and when it will collect any specific requirements on delivery and the type of data that is useful and meaningful in the post-design phase for construction, operation and maintenance of the facilities.

ICT, Solutions and Technology: The consulting firm will indicate the software versions agreed by the design team, exchange formats and details of processes and data management systems.

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**SOMOS
PUEBLO
QUE VENCE!**



**CRISTIANA, SOCIALISTA Y SOLIDARIA
MINISTERIO DE EDUCACIÓN**

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