



REQUEST FOR PROPOSAL (RFP) (For Low-Valued Services)

NAME & ADDRESS OF FIRM	DATE: June 5, 2020
	REFERENCE: MyRFP_2020_014

Dear Sir / Madam:

We kindly request you to submit your Proposal for ***MyRFP_2020_014 Consultancy to develop smart city archetypes.***

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before Friday, June 19, 2020 and via email to the address below:

United Nations Development Programme
Menara PJH, Level 10, No 2, Jalan Tun Abdul Razak, Precinct 2, 62100 Putrajaya, Malaysia
Procurement Unit
procurement.my@undp.org

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Patrick Pee
Assistant Resident Rep (O)
6/4/2020

Description of Requirements

Context of the Requirement	<i>Consultancy to develop smart city archetypes</i>
Implementing Partner of UNDP	UNDP Global Centre for Technology, Innovation and Sustainable Development (GCTISD)
Brief Description of the Required Services ¹	The Smart cities and Digitalisation team under the GCTISD is looking to hire a company to define a set of globally-relevant smart city archetypes, or similar categorisation – which are especially applicable to the specific contexts of cities in developing countries. A particular objective of this work is to provide the Centre with a method to classify smart cities, helping to guide the work of the Global Centre but also broaden the discourse regarding what can be considered a ‘smart’ city. For the Global Centre, a ‘smart’ city is one that leverages technology – but also broader and non-technological innovation – to improve the lives and livelihoods of urban residents, and the liveability of the urban environment in which they live, work, and play.
List and Description of Expected Outputs to be Delivered	<ul style="list-style-type: none"> - Deliverable 1 – Methodology: setting out the research approach that will be taken as part of this work, including the stakeholder interviews and other components highlighted in this Terms of Reference. - Deliverable 2 – Literature review on smart cities: collating and analysing academic and non-academic publications that develop or provide comparative case studies and measurement indices around smart cities. - Deliverable 3 : Archetypes classification: description of each archetype, classification criteria to select cities, example cities (from both developing and developed context), and policy recommendations. - Deliverable 4: Detailed methodology: setting out the approaches used in developing the archetypes, including worked-examples of how the archetypes were developed and recommendations on how to use the archetypes in a policymaking and wider international development context. - Deliverable 5: Research data: submission of all research inputs (including literature review and source material, and transcripts of all interviews) – in a digital format.

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

	<ul style="list-style-type: none"> - Deliverable 6: Training on archetypes model. facilitate a virtual webinar training session (of no more than two hours in length) to the Global Centre, UNDP Country Offices, and other selected stakeholders. The training should explain the archetypes, their development, and how they can be used in the above contexts.
Person to Supervise the Work/Performance of the Service Provider	<i>Smart Cities and Digitalisation Team</i>
Frequency of Reporting	<i>As needed between the period of 22 June 2020 to 21 October 2020</i>
Progress Reporting Requirements	To deliver accordingly to the deliverable within the timeline stated in the Terms of Reference.
Location of work	<input checked="" type="checkbox"/> At Contractor's Location
Expected duration of work	Up to 120 days
Target start date	22 June 2020
Latest completion date	21 October 2020
Travels Expected	Possible travel to field locations (Field travel will be covered by UNDP)
Special Security Requirements	<input checked="" type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input checked="" type="checkbox"/> Comprehensive Travel Insurance
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Others <i>travels for field location</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars

Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes														
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.														
Partial Quotes	<input checked="" type="checkbox"/> Not permitted														
Payment Terms ³	<table border="1"> <thead> <tr> <th>Outputs</th> <th>Percentage</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>Contract signature and completion of kick-off meeting</td> <td>20%</td> <td rowspan="4"> Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider. </td> </tr> <tr> <td>Completion of literature review</td> <td>30%</td> </tr> <tr> <td>Completion of final archetype classification document</td> <td>30%</td> </tr> <tr> <td>Delivery of training and all other deliverables</td> <td>20%</td> </tr> </tbody> </table>	Outputs	Percentage	Condition for Payment Release	Contract signature and completion of kick-off meeting	20%	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	Completion of literature review	30%	Completion of final archetype classification document	30%	Delivery of training and all other deliverables	20%		
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Completion of literature review	30%														
Completion of final archetype classification document	30%														
Delivery of training and all other deliverables	20%														
Person(s) to review/inspect/ approve outputs/complete d services and authorize the disbursement of payment	Smart Cities and Digitalisation Team														
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional Services														
Criteria for Contract Award	<input checked="" type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.														

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <p><input checked="" type="checkbox"/> Professional working experience in relevant fields and similar activities as the ones of the Terms of Reference 15%</p> <p><input checked="" type="checkbox"/> Experience in the production of technical reports for policymakers or technological solutions in the last five years. 15%</p> <p><input checked="" type="checkbox"/> Experience in conducting similar research in developing countries 5%</p> <p><input checked="" type="checkbox"/> Quality of expert team 15%</p> <p><input checked="" type="checkbox"/> Relevance of proposal in response to the Terms of Reference 20%</p> <p><u>Financial Proposal (30%)</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Contract General Terms and Conditions ⁴	<p><input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services)</p> <p>Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
Annexes to this RFP ⁵	<p><input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2)</p> <p><input checked="" type="checkbox"/> Detailed TOR</p>
Contact Person for Inquiries (Written inquiries only) ⁶	<p><i>Procurement Team</i> <i>Procurement.my@undp.org</i></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Other Information [pls. specify]	The Contractor is required to have the aforementioned professional and technical qualifications. Only the applicants who hold these qualifications will be shortlisted and contacted.

⁴ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁵ Where the information is available in the web, a URL for the information may simply be provided.

⁶ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.



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Resilient nations.

TERMS OF REFERENCE (ToR)

GENERAL INFORMATION

Services/Work Description:	Consultancy to develop smart city archetypes
Project/Program Title:	Smart city archetypes
Post Title:	Firm – internationally recruited
Duty Station:	Home based with possible travel to Singapore
Duration:	Up to 120 days, from 22 June 2020 to 21 October 2020
Expected Start Date:	22 June 2020

I. BACKGROUND / PROJECT DESCRIPTION

The UNDP Global Centre for Technology, Innovation and Sustainable Development (the ‘Global Centre’) aims to identify, co-design and share innovative and technological solutions for sustainable development. We aim to catalyse new insights, partnerships and action on the ground in the countries where UNDP works. Our initial areas of focus are: Sustainable Agriculture, Sustainable Finance, and Smart Cities and Digitalisation. We aim to leverage expertise in Singapore, as well as across the network of 60+ new UNDP Accelerator Labs, and from experts and partners around the globe.

The Global Centre is a joint initiative of the Singapore Government and UNDP, currently being led by a small team that is focused on programme and partnership development – both with the public and private sector in Singapore and international partners (including the above UNDP network). Singapore Government partners include the Ministry of Foreign Affairs (MFA), the Ministry of Environment and Water Resources (MEWR), the Public Service Division, and the Economic Development Board (EDB).

As part of our work on Smart Cities and Digitalisation, we are looking to hire a company to define a set of globally-relevant smart city archetypes, or similar categorisation – which are especially applicable to the specific contexts of cities in developing countries. A particular objective of this work is to provide the Centre with a method to classify smart cities, helping to guide the work of the Global Centre but also broaden the discourse regarding what can be considered a ‘smart’ city. For the Global Centre, a ‘smart’ city is one that leverages technology – but also broader and non-technological innovation – to improve the lives and livelihoods of urban residents, and the liveability of the urban environment in which they live, work, and play.

This work is particularly important as the smart city discourse has been shaped by cities in higher-income settings – and with a focus on technology. This risks excluding important elements such as nature-based solutions and indigenous knowledge that are important aspects in other locations, and ignoring the importance of smart cities for the Global South. We need to make smart cities globally relevant, and less abstract.

II. SCOPE OF THE WORK

Under the supervision of the Smart Cities and Digitalisation team of the Global Centre, the company will be responsible for conducting a series of research activities and developing the conceptual framework of smart cities archetypes. The analysis should fill a gap between existing smart-city policy classifications and archetypes of cities that look at modern urban life more generally. Therefore, the archetypes should move beyond simply analysing the policies that shape smart cities. They should focus on explaining their unique features and aim to identify particular pathways to making them a reality. Recognising that each context is different, we do not expect a linear smart city trajectory – or the work to highlight that one archetype is necessarily ‘better’ than another.

The consultancy will include the following activities:

- Development of a set of smart city archetypes that allows for a classification of smart cities, with particular relevance to the specific context of developing countries. Each archetype will include a broad description of the archetype, a set of criteria that defines a city within this archetype, usage of analytical methods (SWOT, PESTLE, or more innovative approaches), two example city case studies (drawn from both a developing and developed context) and policy recommendations to guide the respective cities within each archetype.
- Combination of primary and secondary research methods, including literature review and interviews with municipal leaders in emerging smart cities where necessary. This component will be undertaken in partnership with the UNDP Global Centre and UNDP Country Offices, and leverage strategic analysis approaches, and design thinking methodologies as applicable. The primary and secondary research used to gather the necessary data will be multidisciplinary, combining the technological and the social sciences, and will also be “multi-scale”, weighing the considerations and trade-offs between the public, private, and social sectors.
- Survey existing smart city publications, to situate the archetype-building work within the broader literature on smart cities. This will include reviewing and comparing the prevailing classification schemes (e.g. themes and scenarios, among others).
- Positioning the smart city archetypes in the context of emerging trends and developments (e.g. COVID-19), as well as articulating and validating the conceptual framework with other contemporary challenges – particularly those that have significant impact on the development of the smart cities of the future.

The above list should be seen as the foundations of the approach. We encourage the company to highlight additional activities that could improve the usefulness of this work. The development of the archetypes will build on UNDP priorities and aspirations in relevant areas such as innovation, sustainability, co-creation, and technologies for human development. The company will develop the work in close consultation with the team in order to align the final result to these strategic priorities.

III. EXPECTED OUTPUTS AND DELIVERABLES

Based on the detailed list of tasks outlined in the scope of the work section, the company is expected to deliver the following outputs:

Deliverable 1 – Methodology: setting out the research approach that will be taken as part of this work, including the stakeholder interviews and other components highlighted in this Terms of Reference.

- ***Deliverable 2 – Literature review on smart cities:*** collating and analysing academic and non-academic publications that develop or provide comparative case studies and measurement indices around smart cities.
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- ***Deliverable 3 : Archetypes classification:*** description of each archetype, classification criteria to select cities, example cities (from both developing and developed context), and policy recommendations.
- ***Deliverable 4: Detailed methodology:*** setting out the approaches used in developing the archetypes, including worked-examples of how the archetypes were developed and recommendations on how to use the archetypes in a policymaking and wider international development context.
- ***Deliverable 5: Research data:*** submission of all research inputs (including literature review and source material, and transcripts of all interviews) – in a digital format.

- **Deliverable 6: Training on archetypes model.** facilitate a virtual webinar training session (of no more than two hours in length) to the Global Centre, UNDP Country Offices, and other selected stakeholders. The training should explain the archetypes, their development, and how they can be used in the above contexts.

Deliverables timeline:

Deliverable or key stage	Tentative date of delivery (weeks from start of the project)
Kick-off meeting, featuring detailed project plan	Week 1
Instalment 1	
Deliverable 1 – Methodology	Week 3
Deliverable 2 – Literature review	Week 6
Deliverable 3 – First draft of proposed archetypes and description, with initial set of classification criteria	Week 10
Instalment 2	
Deliverable 3 – Final version of archetypes classification, including detailed description, final classification criteria and applied use cases	Week 16
Deliverable 4 - Methodological guide	Week 16
Deliverable 5 – Compilation of research data	Week 16
Deliverable 6 – Training delivered	Week 18

IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The Company will report to the Smart Cities and Digitalisation team in the Global Centre.

V. DURATION OF THE WORK

The Company will deliver the outputs within the period from 22 June 2020 to 21 October 2020.

VI. DUTY STATION

This consultancy will be home-based, with possible travel to field locations (field travel to be covered by UNDP). The Company will be required to use her/his own computer.

VII. QUALIFICATIONS OF THE SUCCESSFUL COMPANY

Team requirements:

- **Senior Project Manager:** at least nine years of experience in the research of smart cities or other policy frameworks, technological solutions and leading teams of researchers or senior consultants in the development of innovation and/or smart cities research.
- **Technical consultants (or similar):** At least two years of experience in the development of research or consulting analysis on the domain of smart cities and/or innovation more broadly.

Experience of the firm:

- The company will have at least five years of experience in conducting reports on smart city policy frameworks or technological solutions for societal challenges.

- The company will have produced at least two reports on policy frameworks, or similar outputs to inform policymaking, during the last five years. These should be submitted as part of the company's application for this Terms of Reference.
- Proven experience in the production of quality technical reports on topics relevant to this Terms of Reference (innovation, smart cities, etc).
- Experience in conducting studies on innovation and/or smart cities in developing countries desirable.
- Experience working with international organisations or in collaboration with public authorities desirable.
- Proven ability to work under pressure with tight deadlines, and to deliver in a timely manner within cost and quality standards;

Language:

- Proficiency in written and spoken English required. Proficiency in other official UN languages is an asset.

Important Note:

The Company is required to have the aforementioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

Evaluation process

Applicants are reviewed based on Required Skills and Experience stated above and based on the technical evaluation criteria outlined below. Applicants will be evaluated based on cumulative scoring. When using this weighted scoring method, the award of the contract will be made to the individual company whose offer has been evaluated and determined as:

- Being responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weigh 70% and Financial criteria/ Proposal weighs 30%.

Technical evaluation - Total 70% (70 points):

The technical evaluation will be evaluated based on the following criteria:

Criteria	Points	Maximum points
Professional working experience in relevant fields and similar activities as the ones of the Terms of Reference	10 points if number of total years is above threshold (5), and 1 point per relevant year of experience additional to the threshold.	15
Experience in the production of technical reports for policymakers or technological solutions in the last five years.	5 points for each report referenced	15
Experience in conducting similar research in developing countries	5 points if condition satisfied	5
Quality of expert team	Maximum of 5 points per CV. Split by: relevance of training (2) , relevance of experience for the assignment (3)	15

Relevance of proposal in response to the Terms of Reference	Understanding of the assignment (5), proposed methodology (10), suggested improvements to the Terms of Reference (5)	20
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Candidates obtaining a minimum of 70% (49 points) of the maximum obtainable points for the technical criteria (70 points) shall be considered for the financial evaluation.

Financial evaluation - Total 30% (30 points)

The following formula will be used to evaluate financial proposal:

$p = y (\mu/z)$, where

- p = points for the financial proposal being evaluated
- y = maximum number of points for the financial proposal
- μ = price of the lowest priced proposal
- z = price of the proposal being evaluated

Contract Award

Candidate obtaining the highest combined scores in the combined score of Technical and Financial evaluation will be considered technically qualified and will be offered to enter into a contract with UNDP.

Payment modality

Payment to the Contractor will be made according to the following invoice schedule:

- Contract signature and completion of kick-off meeting – 20%
- Completion of literature review – 30%
- Completion of final archetype classification document – 30%
- Delivery of training and all other deliverables – 20%

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁷

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁸)

[insert: Location]

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

⁷ This serves as a guide to the Service Provider in preparing the Proposal.

⁸ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide :

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. Cost Breakdown per Deliverable*

	Deliverables [list them as referred to in the RFP]	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Contract signature and completion of kick-off meeting	20%	
2	Completion of literature review	30%	
3	Completion of final archetype classification document	30%	
4	Delivery of training and all other deliverables	20%	
	Total	100%	

**This shall be the basis of the payment tranches*

E. Cost Breakdown by Cost Component [This is only an Example]:

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

*[Name and Signature of the Service Provider's
Authorized Person]*

[Designation]

[Date]