



REQUEST FOR PROPOSAL (RFP)
Ref. RFP-172-22

United Nations Development Programme (UNDP)	DATE: May 8, 2022
	REFERENCE: RFP-172-22, Conduct of Focus Group Study in 3 Governorates, Babil, Dhi Qar and Kirkuk

Dear Sir / Madam:

The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Description of Requirements Sheet:

- Letter of Invitation
- Annex 1 - Description of Requirements
- Annex 2 - Terms of Reference
- Annex 3 - Form for Submitting Service Provider's Technical Proposal
- Annex 3b – Form for Submitting Financial Proposal
- Annex 4 – Proposal Submission Form

Please be guided by the forms attached hereto as **Annex 2, Annex 3 and Annex 4**, in preparing your Proposal.

If you are interested in submitting a proposal in response to this RFP, please prepare your proposal in accordance with the requirements and procedures as set in this RFP and submit it by the deadline set out in the UNDP e-Tendering website.

Bidders who registered on the e-tendering, will be able to download the complete bidding documents from the e-tendering website: <http://etendering.partneragencies.org/>

In case your company not registered in the e-tendering system, you can register your company by visiting <http://etendering.partneragencies.org/> and to sign in with below username and password:

- Username: event.guest
- Password: why2change

It is highly recommended to acknowledge the receipt of this case by using "Accept Invitation". This will enable you to be updated and receive Tender amendments or updates. In case you require further clarifications regarding this case, please contact the case focal point (s) identified in the attached bid datasheet.

The Technical Proposal and the Financial Proposal files **MUST BE COMPLETELY SEPARATE** and uploaded separately in the system and clearly named as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each document shall include the Proposer's name and address. **The file with the "FINANCIAL PROPOSAL" must be encrypted with a password** so that it cannot be opened nor viewed until the proposal has been found to pass the technical evaluation stage. UNDP shall request via email the Proposer to submit the password to open the Financial Proposal. The Proposers shall assume the responsibility for not encrypting financial proposal.

IMPORTANT NOTE: The amount of the Financial proposal MUST NOT be mentioned anywhere in the submitted documents or in the e-tendering system, other than the Financial Proposal. Failure in compliance with the mentioned condition shall result in rejection of the offer.

PLEASE DO NOT PUT THE PRICE OF YOUR PROPOSAL IN THE LINE ITEM IN THE SYSTEM. INSTEAD PUT "1" AND UPLOAD THE FINANCIAL PROPOSAL AS INSTRUCTED ABOVE

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 of 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 indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP in this link:

<http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

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/protestandsanctions/>

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.

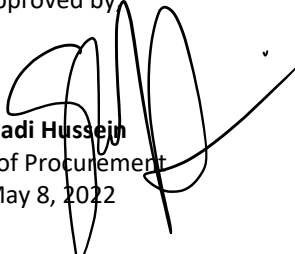
UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of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

Your offer, comprising of documents stated in this RFP, should be submitted to UNDP Erbil, Iraq in accordance with the Annex 1 (Description of Requirements) through the “**UNDP ATLAS E-tendering system**” (<https://etendering.partneragencies.org>)

Kindly go through this invitation letter and other documents attached here to this RFP. Should you have any questions or require any clarification, please feel free to email your questions/clarifications to the procurement officer at dolores.maitim@undp.org The subject of the email should be **RFP-172-22, Conduct of Focus Group Study in 3 Governorates, Babil, Dhi Qar and Kirkuk**

UNDP looks forward to receiving your proposal and thanks you in advance for your interest in UNDP procurement opportunities.

Approved by


Shadi Hussein
Head of Procurement
May 8, 2022

Description of Requirements

Context of the Requirement	<p>UNDP has completed the Iraq MSME 2020 survey in the 3 governorates of Baghdad, Nineveh and Basra in collaboration with MOP/CSO and financed by USAID. The survey was conducted during the months of December 2020 and January 2021 and its results were documented and presented to stakeholders during the period of April – July 2021. The survey represented phase 1 of a comprehensive study that was focused primarily on the informal sector, its characteristics, problems, constraints and needs. The results of Iraq MSME 2020 survey provided the data pertaining to MSME needs, access to growth opportunities, enhancement of their capacity and performance and improvement of their operating environment. Based on this data UNDP is formulating a plan to stimulate action by various stakeholders including government agencies, along with the guiding principles that enable delivery of sustainable policies and collaborations that help shape and support the growth of MSMEs and entrepreneurs and their contribution to national economy. Phase 2 of the study is intended to extend the plan to 3 governorates of Iraq through a qualitative study that would provide qualitative information on northern, central, and southern governorates that were not included in phase 1. This proposal responds to the objectives and scope of phase 2 as specified in the amended TOR to cover the needed qualitative study for 3 governorates.</p>						
Implementing Partner of UNDP	UNDP-MOP/CSO teams.						
Brief Description of the Required Services	<p>The scope of work shall cover three representative governorates not included in the MSME Survey, using facilitated focus groups in the following governorates¹:</p> <ul style="list-style-type: none"> - Babil (representing South Iraq) - Dhi Qar (representing middle Iraq) - Kirkuk (representing North Iraq) <p>It is expected that the focus group discussions will be organized in the form of a two-day consultation workshop in each governorate to discuss the key issues pertaining to MSMEs development and growth. This will allow to cover 7 key topics, 90 minutes each or 10.5 hours in two days.</p> <p>The focus groups shall be planned and administrated in close cooperation with UNDP-MOP/CSO teams.</p>						
List and Description of Expected Outputs to be Delivered	<p>The indicated activities have to be completed within three months, starting from the date of signing the contract.</p> <p>The initiation of implementation has to be no later than one week after the contract award.</p> <p>The following deliverables are expected to be carried out by the Contractors:</p> <table border="1" data-bbox="456 1644 1357 1812"> <thead> <tr> <th data-bbox="456 1644 545 1682">No.</th> <th data-bbox="545 1644 1357 1682">Deliverable</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 1682 545 1745">1</td> <td data-bbox="545 1682 1357 1745">Planning, preparation, conducting focus groups in Babil governorate and reporting. (First month)</td> </tr> <tr> <td data-bbox="456 1745 545 1812">2</td> <td data-bbox="545 1745 1357 1812">Planning, preparation, conducting focus groups in Dhi-Qar governorate and reporting. (First half of the second month)</td> </tr> </tbody> </table>	No.	Deliverable	1	Planning, preparation, conducting focus groups in Babil governorate and reporting. (First month)	2	Planning, preparation, conducting focus groups in Dhi-Qar governorate and reporting. (First half of the second month)
No.	Deliverable						
1	Planning, preparation, conducting focus groups in Babil governorate and reporting. (First month)						
2	Planning, preparation, conducting focus groups in Dhi-Qar governorate and reporting. (First half of the second month)						

¹ Three governorates to be officially communicated by the Central Statistical Organization to UNDP

		3	Planning, preparation, conducting focus groups in Kirkuk governorate and reporting. (Last half of the second month)	
		4	Final report submitted. (Third month)	
Person to Supervise the Work/Performance of the Service Provider	The contracted service provider will report to FFER Project Manager.			
Frequency of Reporting	biweekly narrative report			
Progress Reporting Requirements	<p>Biweekly narrative report detailing (but not limited to):</p> <ul style="list-style-type: none"> - The progress achieved. - Challenges faced and approaches adopted to overcome them - Expectation of project development and track based on faced challenges. - Expectation to meet the proposed and requested milestone. <p>General or specific Ad Hoc reports will be requested based on the needs, situation, issues, needed explanations and shall be submitted upon request with prioritize.</p> <p>All reports must be made in both of English and Arabic languages.</p> <p>Except for bi-weekly report, to be submitted in English only. Ad Hoc reports language will be identified in the requests</p>			
Location of work	Babil, Dhi Qar and Kirkuk Governorates			
Expected duration of work	3 months			
Target start date	July 2022 or earlier			
Latest completion date	September 2022			
Travels Expected	Babil, Dhi Qar and Kirkuk Governorates			
Special Security Requirements	N/A			
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<p>UNDP Iraq is not responsible and will not provide any kind of administrative, logistical, security related, operational, any facility, support personnel or support service.</p> <p>The service provider must adhere all the above within his own capacities.</p>			
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. Technical proposals must identify who in the Organization would be taking the Role of Project Manager/Team Leader and specify the roles of the different staff to be proposed.																							
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars																							
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes																							
Validity Period of Proposals <i>(Counting for the last day of submission of quotes)</i>	<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>No.</th> <th>Deliverable</th> <th>Percentage</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Planning, preparation, conducting focus groups in Babil governorate and reporting. (First month)</td> <td>30%</td> <td rowspan="5"> 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>2</td> <td>Planning, preparation, conducting focus groups in Dhi-Qar governorate and reporting. (First half of the second month)</td> <td>30%</td> </tr> <tr> <td>3</td> <td>Planning, preparation, conducting focus groups in Kirkuk governorate and reporting. (Last half of the second month)</td> <td>30%</td> </tr> <tr> <td>4</td> <td>Final report submitted. (Third month)</td> <td>10%</td> </tr> <tr> <td>5</td> <td>Total</td> <td>100%</td> </tr> </tbody> </table>				No.	Deliverable	Percentage	Condition for Payment Release	1	Planning, preparation, conducting focus groups in Babil governorate and reporting. (First month)	30%	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.	2	Planning, preparation, conducting focus groups in Dhi-Qar governorate and reporting. (First half of the second month)	30%	3	Planning, preparation, conducting focus groups in Kirkuk governorate and reporting. (Last half of the second month)	30%	4	Final report submitted. (Third month)	10%	5	Total	100%
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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.

Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	The contracted service provider will report to FFER Project Manager..																				
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional Services http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html																				
Criteria for Contract Award	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively. Technical Evaluation: <input checked="" type="checkbox"/> Expertise of the Firm 30% <input checked="" type="checkbox"/> Proposed methodology, approach, and implementation plan 30% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 40% The minimum technical score required to pass the technical evaluation is 70%. Financial Proposal (30%) To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.																				
Criteria for the Assessment of Proposal	<table border="1"> <thead> <tr> <th data-bbox="402 1094 529 1167">SEQ.</th> <th data-bbox="529 1094 1263 1167">CRITERIA</th> <th data-bbox="1263 1094 1528 1167">OBTAINABLE POINTS</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="402 1167 1528 1205">SECTION 1. BIDDER'S QUALIFICATION, CAPACITY AND EXPERIENCE</td> </tr> <tr> <td data-bbox="402 1205 529 1371">1.1</td> <td data-bbox="529 1205 1263 1371"> Previous experience in designing and implementing FGDs. (preferably related to statistical and qualitative FGDs). 1-3 projects - 70 points 4 projects or more - 100 points </td> <td data-bbox="1263 1205 1528 1371">100</td> </tr> <tr> <td data-bbox="402 1371 529 1633">1.2</td> <td data-bbox="529 1371 1263 1633"> Quality assurance procedures: The organization has systems and tools in place to systematically collect, analyze and use programme monitoring data: Monitoring and Evaluation system in place 25 points. Risk log and mitigation measures 25 points. Protection procedures including prevention of sexual harassment 25 points. </td> <td data-bbox="1263 1371 1528 1633">75</td> </tr> <tr> <td data-bbox="402 1633 529 1698">1.3</td> <td data-bbox="529 1633 1263 1698">Relevance of:</td> <td data-bbox="1263 1633 1528 1698"></td> </tr> <tr> <td data-bbox="402 1698 529 1862"></td> <td data-bbox="529 1698 1263 1862"> Physical and operational presence in Iraq for at least 4 years. 1-3 years = 30 points 4 years = 40 points; above 4 years = 50 points </td> <td data-bbox="1263 1698 1528 1862">50</td> </tr> </tbody> </table>	SEQ.	CRITERIA	OBTAINABLE POINTS	SECTION 1. BIDDER'S QUALIFICATION, CAPACITY AND EXPERIENCE			1.1	Previous experience in designing and implementing FGDs. (preferably related to statistical and qualitative FGDs). 1-3 projects - 70 points 4 projects or more - 100 points	100	1.2	Quality assurance procedures: The organization has systems and tools in place to systematically collect, analyze and use programme monitoring data: Monitoring and Evaluation system in place 25 points. Risk log and mitigation measures 25 points. Protection procedures including prevention of sexual harassment 25 points.	75	1.3	Relevance of:			Physical and operational presence in Iraq for at least 4 years. 1-3 years = 30 points 4 years = 40 points; above 4 years = 50 points	50		
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	Proven experience in conducting research and collecting data from various stakeholders and ability to manage FGDs Minimum 2 projects = 40 points; more than 2 projects = 50 points	50
	The organization has established partnerships / collaboration / engagement with other local, national / international organizations, and governmental institutions	25
		300
SECTION 2. PROPOSED METHODOLOGY, APPROACH AND IMPLEMENTATION PLAN		
	Context	
2.1	To what degree does the Proposer understand the task?	50
2.2	Does the proposal demonstrate an understanding of the project context and current challenges (security, pandemic) and has this been proposedly used in the preparation of the proposal?	75
	Methodology	
2.3	-To what degree does the Proposer's approach to delivery of the project meet requirements? Is the sequence of activities and the planning logical, realistic and promise timely delivery of outputs?	75
	Planning and Delivery	
2.5	Is the scope of the task well defined and does it correspond to the TOR	50
2.6	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project indicating time frame?	50
	Sub-total Methodology	300
SECTION 3. MANAGEMENT STRUCTURE AND KEY PERSONNEL		
3.1	Project Manager/ Team Leader	200
3.11	At least a bachelor's degree in any area of knowledge, preferably in Business Administration, Economics, Social Sciences, or a related field. Bachelor's Degree in business administration, Economics, Social Sciences, or a related field: 50 points Bachelor's degree in other areas of speciality: 30 points	50
3.12	Demonstrable Experience in designing and conducting research, baseline study and Focus Group Discussions (FGDs) 1- 2 years 30 points 3-4 years 50 points 5 years and above - 70 points	70
3.13	Suitability for the Project - International experience 15 points - Training Experience 15 points	30
3.14	Experience in supervising and managing teams	50
3.2	Facilitators (4 CVs should be submitted). The total points for each facilitator will be averaged to arrive at the final score	200

	3.21	At least Bachelor's degree in business administration, finance, economic or other related field Bachelor = 40 points; Master and above = 50 points	50
	3.22	Demonstrable Experience in conducting research and Focus Group Discussions (FGDs) 5 years of experience = 40 points; above 5 years of experience = 50 points	50
		Second Facilitator At least Bachelor's degree in business administration, finance, economic or other related field Bachelor = 40 points; Master and above = 50 points	50
		Demonstrable Experience in conducting research and Focus Group Discussions (FGDs) 5 years of experience = 40 points; above 5 years of experience = 50 points	50
		Sub-total Management structure and key personnel	400
	Total		1000
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider		
Contract General Terms and Conditions ⁴	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html		
Annexes to this RFP ⁵	<input checked="" type="checkbox"/> Letter of Invitation <input checked="" type="checkbox"/> Annex 1 - Description of Requirements <input checked="" type="checkbox"/> Annex 2 - Terms of Reference <input checked="" type="checkbox"/> Annex 3 - Forms for Submitting Service Provider's Technical Proposal <input checked="" type="checkbox"/> Annex 3B -Financial Proposal Template (to be submitted separately by bidder) <input checked="" type="checkbox"/> Annex 4 - Proposal Submission Form		
Contact Person for Inquiries (Written inquiries only) ⁶	<i>Dolores Maitim, Procurement Analyst</i> <i>Email: dolores.maitim@undp.org</i> 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.		

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.

<p>Required Documents that must be Submitted to Establish Qualification of Proposers (In “Certified True Copy” form only)</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Company Profile, which should not exceed fifteen (15) pages, <input checked="" type="checkbox"/> Valid Certificate of Registration of the business from Related government authority. <input checked="" type="checkbox"/> Technical and Financial Proposal (Work Methodology, implementation plan, proposed team structure) according to TOR (Annex 2) <input checked="" type="checkbox"/> Signed form for Submitting Service Provider’s Proposal (Annex 3) <input checked="" type="checkbox"/> Financial Proposal (password protected), Annex 3B <input checked="" type="checkbox"/> Signed Proposal Submission Form (Annex 4) <input checked="" type="checkbox"/> Copy of minimum of 2 similar contracts of undertaking similar services in Iraq successfully completed over the last 7 years. One contract should have a minimum value of US\$200,000 or above For JV/Consortium/Association - all parties cumulatively should meet the requirement. The Lead party must meet the requirement of minimum 1 project similar in nature with minimum value of US US\$200,000 or above <input checked="" type="checkbox"/> Statement of Satisfactory Performance from the Top 2 (two) Clients within the past 07 (seven) years. <input checked="" type="checkbox"/> Submit Latest Audited Financial Statement (Income Statement and Balance Sheet) including Auditor’s Report for the past three years (2018-2019-2020). The Proposer having completed financial audited statement for 2021 should also submit the report which will be considered for evaluation. <p>Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.</p> <p>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</p> <p>UNDP shall verify the financial capacity of the bidder and has the authority to seek references from concerned parties & banks on the bidder’ financial standing.</p> <p>UNDP has the right to reject any proposal if submitted by a contractor whom investigation leads to a result that he is not Financially capable and/ or had serious financial problems.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references; <input checked="" type="checkbox"/> Structure of the team, including the names, position in the team and CVs of key personnel- For details please refer to Annex – 2 TOR.
<p>Allowable Manner of Submitting Proposals</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Online bidding in E-Tendering module only. <p>Date and Time: As specified in the system (note that the time zone indicated in the system in New York Time zone).</p> <p>PLEASE NOTE: -</p> <p>Date and time visible on the main screen of the event (on the E-Tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will resolve soon. The correct bid closing time is as indicated in the E-Tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly to the system.</p> <p>Try to submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue submitting your bid at the last minute, UNDP may not be able to assist.</p>

<p>Other Information [pls. specify]</p>	<p>The Financial Proposal and the Technical Proposal MUST BE SUBMITTED AS TWO SEPARATE FILES and clearly marked as either “TECHNICAL PROPOSAL” or “FINANCIAL PROPOSAL”, as appropriate. The Financial Proposal must be password protected.</p> <p>Financial Proposal Password:</p> <p>Password for financial proposal must not be provided to UNDP until requested by UNDP if the proposal is deemed technically qualified. Proposers will have 48 hours to respond to the request for password from UNDP. Proposers are advised to note their passwords in a secure place. Should UNDP be unable to open the file due to forgotten password(s), the Proposal shall be rejected.</p> <p>The bids submitted by email/post mail/hand shall not be accepted.</p> <p>While entering financial proposal in the e-tendering system, always mention your price as USD 1. Please do not mention the value of your financial proposal in e-tendering system.</p> <p>It should only be mentioned in the password protected file/attachment D. Cost Breakdown Deliverables.</p> <p>The proposal of those organizations who would reveal their financial proposal value in the e-tendering system will be considered as disqualified.</p>
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<p>Joint Venture, Consortium or Association</p>	<p>a. If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>b. After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>c. The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>d. The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>e. A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p style="padding-left: 40px;">a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p style="padding-left: 40px;">b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>f. Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p>
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Annex 2

Terms of Reference: UNDP Iraq Funding Facility for Economic Reform-Federal Mixed Formal and Informal Micro, Small, and Medium-sized Enterprises surveys

PROPOSAL FOR PHASE 2

CONDUCT OF FOCUS GROUP STUDY (QUALITATIVE STUDY) IN 3 GOVERNORATES, BABIL, DHI QAR AND KIRKUK

1. Background

UNDP has completed the Iraq MSME 2020 survey in the 3 governorates of Baghdad, Nineveh and Basra in collaboration with MOP/CSO and financed by USAID. The survey was conducted during the months of December 2020 and January 2021 and its results were documented and presented to stakeholders during the period of April – July 2021.

The survey represented phase 1 of a comprehensive study that was focused primarily on the informal sector, its characteristics, problems, constraints and needs. The results of Iraq MSME 2020 survey provided the data pertaining to MSME needs, access to growth opportunities, enhancement of their capacity and performance and improvement of their operating environment.

Based on this data UNDP is formulating a plan to stimulate action by various stakeholders including government agencies, along with the guiding principles that enable delivery of sustainable policies and collaborations that help shape and support the growth of MSMEs and entrepreneurs and their contribution to national economy.

Phase 2 of the study is intended to extend the plan to 3 governorates of Iraq through a qualitative study that would provide qualitative information on northern, central, and southern governorates that were not included in phase 1.

This proposal responds to the objectives and scope of phase 2 as specified in the amended TOR to cover the needed qualitative study for 3 governorates.

2. Objectives of the focus groups

The focus groups (FGDs) shall be designed to provide complementary information to the Iraq MSME 2020 survey in 3 governorates that represent the socio-economic conditions in the remaining 12 governorates that were not included in the survey, namely north, middle and south Iraq. The key objective is to identify regional-specific factors that would help tailor/prioritize the recommendations generated by the MSME survey to the specific needs of the remaining governorates. The focus groups shall be specifically designed to understand certain attributes of MSMEs at a deeper level than it was possible to obtain from the survey. They will be helpful for examining socio-cultural impacts and gender based constraints, adding meaning and understanding to knowledge obtained in the survey and clarifying the “why” and “how” of relevant topics, including:

- Financing aspects pertaining to ease of access to bank lending and credit, and alternative sources, shared financing vs individual lending.
- Employment and job creation, skills, management maturity and training.
- Women entrepreneurs and women-owned businesses.
- Use of innovation and technology by local businesses including access to ICT and use of e-commerce. Innovation in agriculture, water and energy sectors.
- Informality and incentives for transition to formality.

- Networking, partnerships and local clusters, including how to improve the business associations' role to enhance the business environment. Obtain information on the most influential business associations and what is needed to advance the business associations' role in strengthening the MSMEs sector in Iraq.
- Access to export opportunities

In addition to regional – specific factors, the focus groups will provide insight into MSME attributes that were not adequately revealed in the survey, such as the relationship between MSMEs, use of bank accounts and financing, the reasons behind the very low participation of women in MSMEs, or the perceptions of employment in the private sector compared with the public sector.

The focus groups will also reveal local parties' perceptions as to involvement in national development planning and what works and what doesn't in terms of policy implementation.

3. Scope of Work

The scope of work shall cover three representative governorates not included in the MSME Survey, using facilitated focus groups in the following governorates⁷:

- Babil – 40 participants each day (representing South Iraq)
- Dhi Qar– 40 participants each day (representing middle Iraq)
- Kirkuk– 40 participants each day (representing North Iraq)

It is expected that the focus group discussions will be organized in the form of a two-day consultation workshop in each governorate to discuss the key issues pertaining to MSMEs development and growth. This will allow to cover 7 key topics, 90 minutes each or 10.5 hours in two days.

The focus groups shall be planned and administrated in close cooperation with UNDP-MOP/CSO teams.

4. Focus Groups Process

The steps to be taken shall include:

4.1 Focus Groups Planning

Figure (1) shows the proposed methodology for conducting the focus groups.

⁷ Three governorates to be officially communicated by the Central Statistical Organization to UNDP

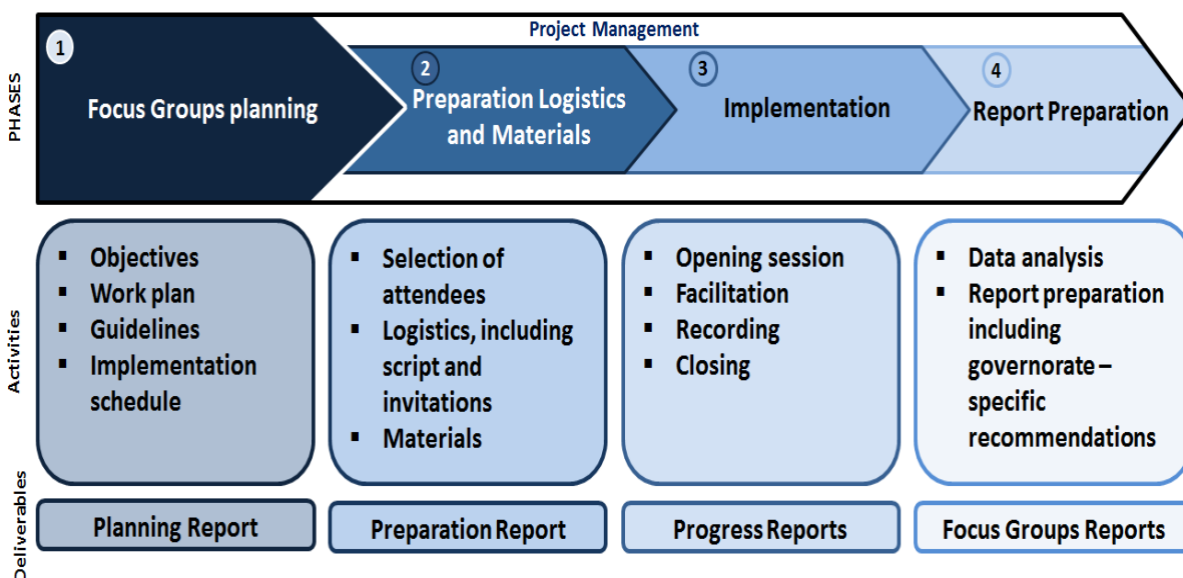


Figure (1): Focus Groups Implementation Methodology

The consultant shall prepare a detailed plan for conceptualization and conducting the focus groups covering:

- Objectives of the focus groups.
- Work plan and implementation arrangements.
- Agenda of the focus groups.
- Focus groups guidelines.
- Implementation schedule.

4.2 Preparation, Logistics and Materials

4.2.1 Selection of Attendees

The focus groups should bring together key stakeholders, including UNDP-MOP/CSO, local private sector and MSMEs representatives, as well as representatives of relevant public agencies, business cooperatives/unions, professional bodies, universities, TVET centers, NGOs/CSOs, banks and other financial institutions where available. (20 participant for each FGD).

The attendees will be divided into two discussion groups with up to ten participants each.

4.2.2 Logistics

Logistics will cover all the needed arrangements for the focus groups. It covers:

- Identification and invitation of participants and contacting them, in collaboration with UNDP and MOP/CSO. Care will be exercised to ensure proper representation of various sectors, including women representation.
- Developing the script, including pilot test of questions and script.
- Identification and reservation of an appropriate venue.
- Finalization of room arrangements (projector, screen, flip charts, markers, voice recorder, list of participants, sign-in sheet, consent form, name tags) and catering.
- Transportation and accommodation arrangements for MOP/CSO participants (part of the 40 participants).

- Reminder calls to participants.
- Organizing all the needed materials.

4.2.3 Preparation of Materials

The consultants of the service provider shall identify the key relevant characteristics and key economic activities of each governorate through desk research and interviews with key staff at MOP/CSO and their governorate offices to build the needed material for the focus groups.

The material will include:

- Key themes to be discussed.
- List of questions under various themes.
- SWOT analysis forms to be filled in as group exercise by various parties attending the discussion. All materials to be organized in a workshop folder.

4.3 Implementation

The consultant shall finalize the time schedule and venues for all focus groups. For each focus group the consultant shall provide two facilitators and a rapporteur to take notes of key responses. The focus groups shall also be voice recorded.

The SWOT analysis forms and other short questionnaires, if any, will be facilitated and collected for analysis.

The facilitator will explain to individuals the purpose of the group, review the focus group rules and provide an outline of the sessions plan. He/she will make the necessary introductions (randomized self-introductions), seek the consent of the participants to record the session, prompt discussion, track questions to completion, follow up on themes of discussion, and at the end, will acknowledge the participants and their contribution.

The facilitator will observe group dynamics and non-verbal communication to ensure effectiveness of the groups.

4.4 Data Analysis and Report Preparation

The consultant shall review the outputs of each focus group, analyze its data and prepare a report on the results for each governorate. The report shall include:

- A background section on the MSME development project, and key issues specific to each governorate.
- Results of the governorate focus groups
- Governorate-specific recommendations informed by the results of the focus groups and the MSME 2020 survey recommendations.

The analysis will capture the “big ideas” that emerge from each question or topic. It will also capture discussion points that do not match with questions that were designed at the conceptualization stage and could contribute to a greater understanding of the participants and their views on the topics under study.

The analytical part of the process will include Data reduction that summarizes the discussion into manageable themes or concepts that would facilitate report preparation. Analytical tools may include PESTEL analysis, concept mapping, SWOT analysis, and weighing various topics discussed in terms of their importance.

The discussions will be summarized into manageable concepts and attributes that will facilitate report preparation.

4.5 Reporting and Outcomes

The reporting step puts together all previous steps into a coherent whole. The report will be designed to clearly communicate the focus groups results and will include a summary of critical elements in a bulleted style.

The outcomes of the focus groups will be a good understanding of the MSME Sector in each governorate and will shed light and provide clearer characterization of the sector along with answers and opinions on the critical questions.

The expected outcomes may include better understanding of:

- Main economic activities that are prevalent in the region. What sectors have the highest potential for growth. Which sectors can generate high employment and what sectors can generate high quality jobs.
- Main activities of MSMEs
- Types of jobs that are prevalent
- Problems related to access to finance, and potential improvement
- Problems related to access to banking services, causes, potential improvement
- What ICT applications are in use. What can be done to enhance utilization.
- What attracts people to work in the private sector. What incentives.
- How do businesses seek TA to improve. What organizations or facilities are available.
- How do businesses deal with government. What are the problems or bottlenecks. Where can improvement be made.
- Barriers to women participation in service provision, in economic activities, which economic activities are sought by women. Do they have equal access to markets, to financing, to technical support.
- What are the available sources of information about the local economy, local planning, markets, local registration of enterprises.
- Local business cooperatives and their activities.

5. Methodology:

The bidder must provide a methodology in his technical offer that show the following (BUT NOT LIMITED TO): Proposed focus group discussion methods, selecting samples, modes of data collection, research designs the principles of design, questionnaires, reliability and validity of self-report measures, interviewer effects, processing, usage of advanced statistical analysis and reporting.

The methodology should:

- Show the proposer understanding of the requirement:
- Prove that the important aspects of the task been addressed in sufficient detail.
- Details on how the different service elements shall be organized, controlled and delivered.
- Description of available performance monitoring and evaluation mechanisms and tools and how they shall be adopted and used for a specific requirement
- Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic
- Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract.

The Above is only and broad guidelines, and the proposer MUST provide their version of proposed methodology for a successful implementation of the project.

6. Institutional Arrangements and Accountability:

The contracted service provider will have the responsibility of managing the project in accordance with indicated above scope of work. UNDP-FFER team will bear the responsibility of supervising the implementation process of the project in a way that ensures highly level of efficiency and professionalism.

The contracted service provider has to cooperate with the Local Authorities in terms of getting the required support and approvals on the implementation process of the project activities.

The contracted service provider may also apply and work in more than one sub-district but may also remain sufficiently flexible to work in a consortium with other entities, depending on the initial assessment by UNDP, capacity of the service provider and number of areas targeted.

Further arrangements regarding contract and delivery modalities will be agreed upon between UNDP-FFER Team and the service provider, prior to signing the contract and the Pre-Award meeting.

The contracted service provider will report to FFER Project Manager.

7. Reports:

To ensure having an up to date follow up, the service provider must submit a biweekly narrative report detailing (but not limited to):

- The progress achieved.
- Challenges faced and approaches adopted to overcome them.
- Expectation of project development and track based on faced challenges.
- Expectation to meet the proposed and requested milestone.

General or specific Ad Hoc reports will be requested based on the needs, situation, issues, needed explanations and shall be submitted upon request with prioritize.

All reports must be made in both of English and Arabic languages. Except for bi-weekly report, to be submitted in English only.

Ad Hoc reports language will be identified in the requests.

8. Key Performance Indicators and Service Level:

8.1 Meeting the tasks schedule mentioned in the bidder proposal.

8.2 Validation of the progress report.

8.3 Team sustainability.

8.4 Number of process errors.

8.5 Number of human errors.

8.6 Time allocated for administration, management, training.

8.7 Number of involved staff for successful implementation of the service is not exaugurated and not below the actual need.

8.8 Average time lag between identification of external compliance issues and resolution.

8.9 Proposing a cost reduction plan and successful implementation.

8.10 Clarity of roles and responsibilities

8.11 Maintenance, Exercise and Review (ME&R) of proposed and agreed implementation plan.

9. Risks and Risk Mitigation plan:

Service provider should provide a risk assessment and risk mitigation plan. The plan should include/ cover (BUT NOT LIMITED TO):

Security Risk Assessment for each location.

Updating of the risk assessment plan upon implementation of the service (if needed and depending on the situation).

The risk assessment to cover security risks, IT disaster recovery risks, and business continuity risks and harmonization of those plans.





10. Facilities to be provided by UNDP:

UNDP Iraq is not responsible and will not provide any kind of administrative, logistical, security related, operational, any facility, support personnel or support service.
The service provider must adhere all the above within his own capacities.

11. Time Schedule

The estimated duration of the assignment is 3 months. Table (1) shows the time schedule by phase and activity.

Table (1): Time Schedule

Phase / Activity	Month		
	1	2	3
1. Planning			
2. Preparation			
3. Implementation in 3 Governorates			
4. Report Preparation			
Deliverables			
1. Planning Report	▲		
2. Preparation Report		▲	
3. Focus Groups Implementation			▲
4. Final Report			▲

12. Location of Work:

12.1 The targeted areas of work are the:

- a. Governorates of Babil.
- b. Governorates of Dhi Qar.
- c. Governorates of Kirkuk.

12.2 The focus groups will occur respectively in the three target locations and not in a parallel scheme.

12.3 Upon request, the service provider may be requested and depending on the needs to report to the UNDP Iraq office/FFER Project located in Baghdad.

13. Payment percentage and deliverables timetable:

In reference to what is mentioned above, all the indicated activities have to be completed within three months, starting from the date of signing the contract. The initiation of implementation has to be no later than one week after the contract award.

13.1 Payment schedule percentages against each deliverable is as follows:

No.	Deliverable	Percentage	Condition for Payment Release
1	Planning, preparation, conducting focus groups in Babil governorate and reporting. (First month)	30%	Within thirty (30) days from the date of meeting the following conditions: c) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and Receipt of invoice from the Service Provider.
2	Planning, preparation, conducting focus groups in Dhi-Qar governorate and reporting. (First half of the second month)	30%	
3	Planning, preparation, conducting focus groups in Kirkuk governorate and reporting. (Last half of the second month)	30%	
4	Final report submitted. (Third month)	10%	
5	Total	100%	

14. Service Provider Qualification

- a) Be a legally registered organization (inside or outside Iraq) with the ability to work in Iraq
- b) A minimum 7years of demonstrated professional experience in providing management and technical consultancy and training services.
- c) Company/firm should be eligible and qualified to research and collect data from various stakeholders and ability to manage FGDs.
- d) Ability to sense, explore and analyze the available data/information and share knowledge and findings from the first round of FGDs with UNDP and stakeholders.
- e) High impact interventions directly targeting and responding to the needs established in the TOR.
- f) Size of the budget requested commensurate with the firm's proven administrative and financial management capacity.
- g) Experience in organizing and holding specialized training programmes.
- h) Have technically and managerially sound composition of staff to perform the assignment.
- i) Capacity to arrange all logistical arrangements independently for successful implementation and completion of the assignment, including arrangements for organizing and holding training programmes.

15. Requirements for the Team Members

i) Team Leader)

- o At least a bachelor's degree in any area of knowledge, preferably in Business Administration, Economics, Social Sciences, or a relevant field.
- o At least 5 years of professional experience in training and capacity building programmes and management consultancy services.
- o Experience in managing similar projects and teams.
- o Experience in organizing work and efforts of technical experts.
- o Skills in facilitation of engagement and consultations with stakeholders.
- o Excellent communication skills, including writing and editing, in both Arabic and English languages.

b. Training Facilitators

- At least a bachelor’s degree in any area of knowledge, preferably in Business Administration, Economics, Social Sciences, or a relevant field.
- At least 3 years of professional experience in training and capacity building programmes and management consultancy services.
- Excellent communication skills, including writing and editing, in both Arabic and English languages.

14. Evaluation Criteria

Summary of Technical Proposal Evaluation Forms	Score Weight	Points Obtainable
The expertise and management structure of the firm/service provider.	30%	300
Proposed Methodology and Work Plan.	30%	300
Qualifications and experience of the project team and experts	40%	400
Total		1000

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁸

[insert: Location].

[insert: Date]

To: Head of Procurement

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. Preliminary requirement

1. Company Profile, which should not exceed fifteen (15) pages,
2. Technical and Financial Proposal according to TOR (Annex 2)
3. Signed form for submitting service provider's proposal (this annex 3)
4. Signed Financial proposal protected by password (Annex 3B)
4. Signed and stamped forms Annex 3B and Annex 4
5. Valid Certificate of Registration of the business from relevant authority
6. Acceptance of UNDP GTC

B. 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) *Company Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) *Copy of minimum of 2 similar contracts of undertaking similar services in Iraq successfully completed over the last 7 years. One contract should have a minimum value of US\$200,000 or above.*
- d) *Latest Audited Financial Statement for the last 3 years (2018-2019-2020) – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. The Proposer having completed financial audited statement for 2021 should also submit the report which will be considered for evaluation*
- e) *Local Government permit to locate and operate in assignment location, if applicable;*
- f) *Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- g) *A detailed description of the approach to the assignment*
- h) *Statement of Satisfactory Performance from the Top Three (3) Clients within the past 07 (seven) years.*
- i) *CVs of proposed personnel -must indicate the name(s) of personnel assigned to each position*
- j) *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*

⁸ This serves as a guide to the Service Provider in preparing the Proposal.

C. 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.

D. Qualifications of Key Personnel

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; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

Annex 3B: Financial Proposal Template (to be password protected and attached as separate document)

1. Cost Breakdown per Deliverable*

The proposers are requested to provide cost breakdown per deliverables as clearly specified in the Terms of Reference (TOR) of this RFP. Amounts mentioned in this table will be considered final offer by the proposers.

No.	Deliverable	Percentage	Condition for Payment Release
1	Planning, preparation, conducting focus groups in Babil governorate and reporting. (First month)	30%	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 Receipt of invoice from the Service Provider.
2	Planning, preparation, conducting focus groups in Dhi-Qar governorate and reporting. (First half of the second month)	30%	
3	Planning, preparation, conducting focus groups in Kirkuk governorate and reporting. (Last half of the second month)	30%	
4	Final report submitted. (Third month)	10%	
5	Total	100%	

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

2. Cost Breakdown by Cost Component

1. Cost Breakdown by cost component

Table 1: Summary of Overall Prices

	Amount(s)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Description of Activity	Unit of measure	Unit rate USD	Number of working days (*)	No. of Personnel	Total Amount USD
I. Personnel Services					
1. Project Manager/Team Leader	Day			1	
2. Facilitators	Day			4	
3. Rapporteurs	Day			2	
4. Admin/Logistics	Day			1	
5. Other Personnel (please indicate)	Day				
Sub-Total Professional Fees					

Table 3: Breakdown of Other Costs

II. Out of Pocket Expenses					
1. Travel Costs	Lumpsum				
2. Daily Allowance	Lumpsum				
3. Communications	Lumpsum				
4. Others ⁽²⁾	Lumpsum				
Sub-total					
III. Other Related Costs/ Training Facilities					
1. Conference (Training) Rooms					
Babil	Day		2		
Dhi Qar	Day		2		
Kirkuk	Day		2		
2. Reproduction/ translation					
3. Stationery					
4. Equipment lease					
5. Others ^(***)					
Sub-Total					
IV. Expenses of participants					
Expenses for Coffee Breaks and Lunch					
	Day				
Babil	Day		2	40	
Dhi Qar	Day		2	40	
Kirkuk	Day		2	40	
Incidentals			\$40		
Transportation Allowance			\$60		
Sub-Total					
TOTAL OTHER COSTS					

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

Annex 4: Proposal Submission Form

To: Head of Procurement, UNDP Erbil, Iraq

Dear Sir/Madam:

We, the undersigned, hereby offer to provide professional services for [insert: title of services] in accordance with your Request for Proposal dated [insert: Date] and our Proposal. We are hereby submitting our Proposal, which includes the Technical Proposal and Financial Proposal.

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification.
- b) We are currently not on the removed or suspended vendor list of the UN or other such lists of other UN agencies, nor are we associated with, any company or individual appearing on the 1267/1989 list of the UN Security Council.
- c) We have no outstanding bankruptcy or pending litigation or any legal action that could impair our operation as a going concern; and
- d) We do not employ, nor anticipate employing, any person who is or was recently employed by the UN or UNDP.

We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this RFP, and the General Terms and Conditions of UNDP's Contract for Professional Services.

We agree to abide by this Proposal for *90 days*.

We undertake, if our Proposal is accepted, to initiate the services not later than the date indicated in the Data Sheet.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

We remain,

Yours sincerely,

Authorized Signature *[In full and initials]*: _____

Name and Title of Signatory: _____

Name of Firm: _____

Contact Details: _____

[please mark this letter with your corporate seal, if available]