INTER-UNIVERSITY COUNCIL FOR EAST AFRICA

Request for Proposals

for

Procurement of Consultancy Services for carrying out Situational Analysis and Needs Assessment for Enhancement of Research Management for Improved Performance of Higher Education Systems in East Africa

Procurement Reference No: IUCEA/SVS/2020-21/001

Procurement Procedures: Open Bidding

Sida Contribution Number. 13336

Date of issue: Friday 6th November 2020

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IUCEA Standard Invitation to Consultants

Invitation to bid for consultancy services for carrying out situational analysis and needs assessment for enhancement of Research Management for Improved Performance of Higher Education System in East Africa.

Procurement Reference Number: IUCEA/SVS/2020-21/001

1. IUCEA has allocated funds to be used for the acquisition of **consultancy services for carrying out situational analysis and needs assessment for enhancement of Research Management for Improved Performance of Higher Education System in East Africa**
2. IUCEA now invites sealed proposals for the provision of the above services.
3. Bidding will be conducted in accordance with the provisions of the IUCEA Procurement Manual (2014) and the procedures described in Part 1: Proposal Procedures with reference to version 1.0 of August 2018, Annex (A) Procurement provisions for use by Non-Governmental Organisations (NGOs) in the context of Sida-Financed Project/Core Activities (Sida's Procurement Provisions).
4. **Accordingly Open bidding is adopted as the procurement method though since IUCEA does not have a data base of potential service providers, it is decided to upload the RFP to IUCEA website and share the same with IUCEA Member Universities and SIDA HQ for further dissemination to potential service providers.**
5. You may obtain further information and inspect the proposal documents at the address given below at 8(a) **from 8:00am to 5:00 pm.**
6. Proposals must be delivered to the address below at 8(c) at or before **Monday 07th December 2020 at 3:00 pm.** All proposals must be accompanied by a proposal securing declaration which must be valid for **120 calendar days** from the date of proposal submission.

   Late proposals shall be rejected. Proposals will be opened in the presence of the consultants' representatives who choose to attend at the address below at 8(d) at **Monday 07th December 2020 at 3:30 pm.**
7. There shall be no pre-proposal meeting conference.
8. (a) RFP documents is issued from ICT Unit in a soft form.
   (b) Proposals must be delivered to: IUCEA Reception
   (c) There shall be no public opening since proposals shall be received on line.
   (d) For clarification, please contact:

Attention: **Executive Secretary**
Street Address: **Plot M833, Kigobe Road**
Floor/Room number**:** **Second Floor, IUCEA Building**
Town/City**:** **Kampala**
P. O. Box: **7110**
Country: **Uganda**
Telephone: **+256773181662**
Electronic mail address: exsec@iucea.org and copy in pbanura@iucea.org

9. Please inform us, upon receipt:

(a) that you received the letter of invitation**;** and

(b) whether you will submit a proposal alone or in association.

10. The planned procurement schedule (subject to changes) is as follows:

	Activity	**Date**
a	Sending of RFP to shortlisted service providers	Friday 06/11/2020
b	Proposal closing date	Monday 07/12/2020
c	Evaluation process	Friday 11/12/2020
d	Display and communication of best evaluated bidder notice	Tuesday 15/12/2020
e	Contract Signature	Monday 18/01/2021

Section 1: Instructions to Consultants

Procurement Reference Number: **IUCEA/SVS/2020-21/001**

Preparation of Proposals: You are requested to submit separate technical and financial proposals, as detailed below. The standard forms in this RFP may be retyped for completion but the Consultant is responsible for their accurate reproduction.

You are advised to carefully read the complete Request for Proposals document, including the Special Conditions of Contract in Part 3: Contract, before preparing your proposal.

Where an electronic copy of the Request for Proposals Document is issued, the paper or hard copy is the original version. In the event of any discrepancy between the two, the hard copy shall prevail

Preparation of Technical Proposals: Technical proposals should contain the following documents and information:

1. The Technical Proposal Submission Sheet in this Part;
2. A brief methodology for performing the services;
3. A work plan;
4. CV's of the proposed consultants;
5. A summary of your experience in similar assignments;
6. The documents evidencing your eligibility, as listed below.

Preparation of Financial Proposals: Financial proposals should contain the following documents and information:

1. The Financial Proposal Submission Sheet in this Part;
2. A copy of the breakdown of Lump Sum Price form in this Part for each currency of your proposal, showing all costs for the assignment, broken down into fees and reimbursable and miscellaneous costs;

Validity of Proposals: Proposals must remain valid for **120 days from the deadline submission date (Monday 07th December 2020) of the proposal.**

Sealing and marking of Proposals: The technical and financial proposals should be sealed in separate envelopes, both clearly marked with the Procurement Reference Number above, the Consultant's name, IUCEA address, and either "Technical Proposal" or "Financial Proposal" as appropriate.

Both envelopes should be enclosed in a single outer envelope, clearly marked with the Procurement Reference Number above, the Consultant's name and the name of the IUCEA. All three envelopes should be sealed in such a manner that opening and resealing cannot be achieved undetected and bear a warning not to open before the time and date for proposal opening.

Submission of Proposals: Proposals should be submitted to the address above by email or submitted in person or by courier by **Monday 07th December 2020** at **3:00 p.m**. in original and four more copies in one plain envelope clearly addressed to copy , no later than the date and time of the deadline above. Any proposal received by IUCEA after the deadline for submission of proposals shall be declared late, rejected, and returned unopened to the Consultant.

Date of deadline: _____ (*day, month and year*).

Time of deadline: _____ (*local time*).

Address: _____

Opening of Proposals: Technical Proposals will be opened in public by IUCEA at the time, date and address shown above for submission of proposals. A record of the opening may be posted on the IUCEA website within **four working day of the opening**. Financial Proposals will be kept unopened and the evaluation committee shall have no access to financial information until the detailed technical evaluation is concluded unless submission is done electronically.

Evaluation of Proposals: The evaluation of Proposals will use the **quality and cost based selection** methodology as detailed below:

1. Preliminary examination to determine eligibility (as defined below) and administrative compliance to this Request for Proposals on a pass/fail basis;
2. Detailed evaluation to assess the technical quality of bids against the criteria in the Terms of Reference in the invitation and determine their total technical score using a merit point system;
3. Financial comparison of those bidders who were substantially responsive and met the minimum qualifying mark will be opened and a financial comparison carried out to examine financial bids and determine the financial score of each bid and to determine the best evaluated bid.
4. Technical and financial scores will be combined, using the weightings given in the invitation, to give a total score for each bid. The bidder with the highest total score will be ranked first and recommended for contract award, subject to any negotiations required.

Proposals failing any stage will be eliminated and not considered in subsequent stages.

Eligibility Criteria: You are required to meet the following criteria to be eligible to participate in public procurement:

1. Not be insolvent, bankrupt or being wound up or subject to legal proceedings for any of these circumstances;
2. not have had your business activities suspended;
3. have fulfilled your obligations to pay taxes and social security contributions;
4. have the nationality of an eligible country, as defined in the Special Conditions of Contract;
5. not to have a conflict of interest in relation to this procurement requirement; and

6. not to be subject to suspension by IUCEA, EAC or other International Organization including Sida.

Nationality of Personnel: The consultant to be employed under any resulting contract shall have the nationality of an eligible country as defined in the Special Conditions of Contract. Any related supplies or works purchased under any resulting contract shall have as their country of origin an eligible country, as defined in the Special Conditions of Contract.

Technical Criteria: Proposals shall be awarded scores out of the maximum number of points indicated below for each of the following criteria:

<table>
<tr><td></td><td>
<table>
<tr><td>Criteria/ Sub-criteria</td><td>Max Points</td></tr>
<tr><td>Specific experience of the consultants relevant to the assignment like conducting similar studies (at least 3 studies) for at least 10 years</td><td>30</td></tr>
<tr><td>Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference as follows:
<table>
<tr><th>s/n</th><th>Sub- criteria</th><th>Score</th></tr>
<tr><td>a)</td><td>Technical Approach and Methodology aligning to research management capacities</td><td>10</td></tr>
<tr><td>b)</td><td>Work Plan</td><td>05</td></tr>
<tr><td>c)</td><td>Consultant comments on the terms of reference</td><td>05</td></tr>
<tr><td colspan="3"><u>Notes to Consultant</u>: the Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall the consultant has an appropriate skills mix; and the work plan has right input of the Expert</td></tr>
</table></td><td>20</td></tr>
</table>
</td></tr>
<tr><td></td><td>
<table>
<tr><td>Key Experts' qualifications and competence for the Assignment
<u>Notes to Consultants</u>:</td><td>50</td></tr>
<tr><td>At least with 3 PHD holders</td><td>15</td></tr>
<tr><td>The 3 PHD holders to have at least 5 years post qualification experience in research management in higher education</td><td>30</td></tr>
<tr><td>Scientists working in EAC</td><td>05</td></tr>
</table>
</td></tr>
<tr><td></td><td>Total points score for all criteria above 100 points</td></tr>
<tr><td></td><td>The minimum technical score (St) required to pass is: 70 Points</td></tr>
<tr><td></td><td>The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.

The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

Sf = 100 x Fm/ F, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" the price of the proposal under consideration.

The weights given to the Technical (T) and Financial (P) Proposals are:
T = 70, and
P = 30
Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the</td></tr>
</table>

	weight given to the Financial Proposal; T + P = 1) as following: S = St x T% + Sf x P%.

Financial Criteria:

Currency: Proposals shall be priced in United States Dollars.

The currency of evaluation will be United States Dollars.

Best Evaluated Bid: The best evaluated bid shall be _____ and shall be recommended for award of contract. IUCEA shall issue a Notice of Best Evaluated Bidder within 5 working days from the decision of the Procurement Committee to award a contract, place such notice on the IUCEA website for the prescribed period, and inform all the other bidders prior to proceeding with contract award.

Award of contract: Award of contract shall be by placement of an Agreement in accordance with Part 3: Contract. IUCEA shall not award a contract to the best evaluated bidder until the lapse of ten days after the date of display of the Notice of Best Evaluated Bidder.

Right to Review: Consultants may seek administrative review from the Executive Secretary in accordance with the IUCEA Procurement Manual if they are aggrieved.

Right to Reject: IUCEA reserves the right to accept or reject any proposal or to cancel the procurement process and reject all proposals at any time prior to contract signature and issue by IUCEA, without incurring any liability to Consultants.

Section 2: Technical Proposal Submission Sheet

[Complete this form with all the requested details and submit it as the first page of your technical proposal, with the documents requested above attached. Ensure that your technical proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected.]

Proposal Addressed to:	
Date of Technical Proposal:	
Procurement Reference Number:	**IUCEA/SVS/2020-21/001**
Subject of Procurement:	

I/We offer to provide the services described in the Statement of Requirements, in accordance with the terms and conditions stated in your Request for Proposals referenced above.

I/We confirm that I/we are eligible to participate in IUCEA procurements and meet the eligibility criteria specified in Part 1: Proposal Procedures of your Request for Proposals.

I/We, including any subcontractors or consultants for any part of the contract resulting from this procurement process are registered with the Authority. *[Consultants who are not registered or whose subcontractors are not registered should amend the statement to reflect their status]*.

I/We have signed and undertake to abide by the IUCEA Procurement Code of Ethics during the procurement process and the execution of any resulting contract;

My/Our proposal shall be valid until _____ *[insert date, month and year]* and it shall remain binding upon us and may be accepted at any time before or on that date;

I/We enclose a separately sealed financial proposal.

Technical Proposal Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____
(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

Address: _____

_____

IUCEA PROCUREMENT CODE OF ETHICS

1. **Ethical Principles**
   Bidders and providers shall at all times-
   (a) maintain integrity and independence in their professional judgement and conduct;
   (b) comply with the provisions of both:
      i. the IUCEA Procurement Manual; and
      ii. any contract awarded.
   (c) avoid associations with businesses and organisations which are in conflict with this code.
2. **Standards**
   Bidders and providers shall-
   (a) strive to provide works, services and supplies of high quality and accept full responsibility for all works, services or supplies provided;
   (b) comply with the professional standards of their industry or recognized professional body of which they are members.
3. **Conflict of Interest**
   Bidders and providers shall not accept contracts which would constitute a conflict of interest with, any prior or current contract with IUCEA. Bidders and providers shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.
4. **Confidentiality and Accuracy of Information**
   (1) Information given by bidders and providers in the course of procurement processes or the performance of contracts shall be true, fair and not designed to mislead.
   (2) Providers shall respect the confidentiality of information received in the course of performance of a contract and shall not use such information for personal gain.
5. **Gifts and Hospitality**
   Bidders and providers shall not offer gifts or hospitality directly or indirectly, to staff of IUCEA that might be viewed by others as having an influence on IUCEA procurement decision.
6. **Inducements**
   (1) Bidders and providers shall not offer or give anything of value to influence the action of any IUCEA official in the procurement process or in contract execution.
   (2) Bidders and providers shall not ask a public official to do anything which is inconsistent with the IUCEA Financial Rules & Regulations, and the Procurement Code of Ethics.
7. **Fraudulent Practices**
   Bidders and providers shall not:
   (a) collude with other businesses and organisations with the intention of depriving IUCEA of the benefits of free and open competition;
   (b) enter into business arrangements that might prevent the effective operation of fair competition;
   (c) engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;
   (d) misrepresent facts in order to influence a procurement process or the execution of a contract to the detriment of IUCEA; or utter false documents;
   (e) unlawfully obtain information relating to a procurement process in order to influence the process or execution of a contract to the detriment of IUCEA;
   (f) withholding information from IUCEA during contract execution to the detriment of IUCEA.

I ..... agree to comply with the above code of ethical conduct in business.

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AUTHORISED SIGNATORY **NAME OF CONSULTANT**

Section 3: Financial Proposal Submission Sheet

[Complete this form with all the requested details and submit it as the first page of your financial proposal, with the documents requested above attached. Ensure that your proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected. The total price of the proposal should be expressed in the currency or currencies permitted in the instructions above.]

Proposal Addressed to:	
Date of Financial Proposal:	
Procurement Reference Number:	**IUCEA/SVS/2020-21/001**
Subject of Procurement:	

The total price of our proposal is: _____ .

We confirm that the rates quoted in our Financial Proposal are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

Financial Proposal Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____
(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

Address: _____

_____

_____

Breakdown of Lump Sum Price

[Complete this form with details of all your costs and submit it as part of your financial proposal. Where your costs are in more than one currency, submit a separate form for each currency. Authorise the rates quoted in the signature block below.]

Procurement Reference Number: **IUCEA/SVS/2020-21/001**

Purchase Order Serial Number: _____
[Purchase Order Serial Number to be completed in the event of award of contract only]

CURRENCY OF COSTS: _____

FEES				
Name and Position of Personnel	**Input Quantity**	**Unit of Input**	**Rate**	**Total Price**
TOTAL:				

REIMBURSABLE AND MISCELLANEOUS COSTS				
Description of Cost	**Quantity**	**Unit of Measure**	**Unit Price**	**Total Price**
TOTAL:				

TOTAL LUMP SUM PRICE IN CURRENCY: _____

Breakdown of Lump Sum Price Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____
(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

Part 2: Statement of Requirements

Section 4: Terms of Reference

Procurement Reference Number: **IUCEA/SVS/2020-21/001**

1. BACKGROUND

The Inter-University Council for East Africa (IUCEA) is an institution of the East African Community (EAC) responsible for the development and coordination of higher education and research. The functions of IUCEA related to research is geared towards enhancement of research management of higher education systems in the region for socio-economic development. Therefore, in order to develop interventions that will enhance the performance of universities in East Africa, IUCEA has conceived a concept note for submission to the Swedish International Development Agency (Sida) with the aim of identifying challenges facing universities in East Africa related to research management capacities for effective contribution to socio-economic development of the EAC. The output of the study is expected to inform the development of strategic interventions for enhancement of institutional research management capacity building of universities.

To this effect, IUCEA has received some funds to facilitate this study, the findings of which are expected to inform regional interventions for addressing challenges facing universities related to effective research management capacities.

Thus, these Terms of Reference (ToRs) have been developed to hire a Consultancy Firm to carry out a study that will inform IUCEA and higher education stakeholders in EAC on how to develop strategic interventions in research management for improved performance of higher education systems for sound contribution to socio-economic development of the region.

2. OBJECTIVES OF THE ASSIGNMENT

The purpose of this assignment is to carry out a study that will inform development of interventions that could enhance research management capacities in EAC universities.

The specific objectives are to understand the contexts, analyse preconditions and identify the needs and interests of the universities in question for enhancement for research management for improved performance of higher education systems in East Africa. This will be achieved through carrying out:

a) a situational analysis on research management capacities of selected universities on their performance and contribution to sustainable knowledge-based society.
b) a needs assessment to understand gaps and challenges in order to enhance research management capacities.

3. SCOPE OF THE ASSIGNMENT

The scope of the Consultancy is to carry out a baseline study on the current research management capacities of universities in EAC, establish preconditions and identify the needs required for enhancement of research management for improved performance of

higher education systems in East Africa. The sample size must be at least 24 universities, including public and one private universities from each of the EAC Partner States.

4. CONSULTANCY FIRM PROFILE

The Consultancy firm should provide a detailed company profile:

a) A profile of the Consultancy firm including at least 10 years' experience(s) in the provision of similar services in higher education systems.
b) Qualifications and experience of key staff to be involved in the assignment and demonstration of ability to undertake the assignment within the allocated time with at least 3 Ph.D. holders with experience of not less than 5 years
c) Documented evidence of carrying out successfully at least 3 similar assignments.

5. DELIVERABLES

a) An inception report within **two weeks** after commencement of the assignment and desk review defining the methodology and work plan for the assignment.

b) Draft reports on situational analysis of the research management capacities of universities in the region **four weeks** after submission of the inception report**.**

c) Acceptable draft reports on the baseline studies on the current status of research capacity management of universities in the region, needs assessment and proposals for enhancement of Research Management for Improved Performance of Higher Education Systems in East Africa within **ten weeks** after submission of the draft report in (b) above.

d) Acceptable final reports, **two weeks** after submission of the draft reports in (c) above and validation workshop with key stakeholders.

6. REPORTING AND LIAISON REQUIREMENTS

The Consultancy firm shall report to IUCEA Executive Secretary but will work under the supervision of Deputy Executive Secretary.

7. CONTRACT DURATION AND COMMENCEMENT

The contract is planned to cover a period of **100 man days** from the commencement date of the contract. The Consultancy firm should be able to commence on the assignment upon signing of the contract and carry out the assignment over a period of **four** calendar months.

8. PAYMENT SCHEDULE

The payment schedule will be as follows:

a) **30%** against presentation of acceptable inception report **two weeks** after commencement of the assignment.

b) **40%** against presentation of acceptable draft reports on the situational analysis reports on the current research capacity and comprehensive draft reports on the baseline study, needs assessment and proposed interventions of achieving the overall objectives of the assignment within **ten weeks** after submission of draft reports.

c) **30%** against presentation of acceptable final reports, two weeks after submission of acceptable drafts in (c) above.

9. SUBMISSION DETAILS

Technical and Financial proposals in a sealed envelope clearly marked Technical and Financial Proposal "**Consultancy services for Enhancement of Research Management for Improved Performance of Higher Education Systems**" in East Africa, to be addressed to:

Executive Secretary
Inter-University Council for East Africa
Plot M833 Kigobe Road Kyambogo
P.O. Box 7110 Kampala, Uganda
E-mail: exsec@iucea.org
Tel: +256 414 256251/2

Part 3: Contract

Section 5: General Conditions of Contract

Any resulting contract shall be subject to the IUCEA General Conditions of Contract (GCC) for the Procurement of Consultancy Services (available on request) except where modified by the Special Conditions below.

Section 6: Special Conditions of Contract

Procurement Reference Number: **IUCEA/SVS/2020-21/001**

The clause numbers given in the first column correspond with the relevant clause number of the General Conditions of Contract.

GCC clause reference	Special Conditions of Contract
Eligible Countries **GCC 1.2 (e)**	All countries are eligible, unless as a matter of law or official regulation, the East African Community (EAC) prohibits commercial relations with that country or by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the EAC prohibits any import of Supplies from that country or any payments to persons or entities in that country.
Authorised Representatives **GCC 4.4**	The Authorised Representatives are: For IUCEA: **Executive Secretary** for the Consultant: _____
Governing Law **GCC 5.1**	The Contract shall be governed by the Laws of Uganda.
Notices **GCC 7.1**	For **notices**, IUCEA's address shall be: Attention: **Executive Secretary** Street Address: **Plot M833, Kigobe Road** Floor/Room number**:** **Second Floor, IUCEA Building** Town/City**:** **Kampala** P. O. Box: **7110** Country: **Uganda** Telephone: **+256773181662** Electronic mail address: exsec@iucea.org For **notices**, the Provider's address shall be: Attention: _____ Street Address: _____ Floor/Room number: _____ Town/City: _____ P. O. Box: _____ Country: _____ Telephone: _____

GCC clause reference	Special Conditions of Contract
	Facsimile number: _____ Electronic mail address: _____
Commencement **GCC 8.1**	The Consultant shall commence the Services within _____ after the date of the Contract.
Dispute Resolution **GCC 17.2**	The formal mechanism for dispute resolution shall be the Arbitration and Conciliation Act Cap 4 of the Laws of Uganda.
Completion Period **GCC 18.1**	The period for the completion of the Services shall be: _____
Payment **GCC 22.1**	The Contract is a _____***(****Lump Sum Contract.*
Payment Documentation **GCC 24.1**	The following documentation shall be required to support invoices requesting payments: **Copy of the contract and submission of acceptable reports in accordance with the terms of reference payment schedule**
Payment Schedule **GCC 25.1**	The payment schedule shall be: _____
Payment Period **GCC 27.1**	Payments shall be made by the IUCEA within **thirty days** of receipt and certification of invoices accompanied by the supporting documents specified in GCC 24.1.
Insurance to be taken out by the Provider **GCC 40.1**	The Consultant shall take out and maintain the following insurance coverage: (i) Third Party motor vehicle: (ii) Third Party liability: (iii) Employer's liability and workers' compensation: (iv) Professional liability: (v) Loss or damage to equipment and property: (vi) Other

Agreement
For Lump Sum

Procurement Reference No: **IUCEA/SVS/2020-21/001**

THIS AGREEMENT made this _____ day of _____, _____, between _____of _____ (hereinafter called "IUCEA"), , and _____ of _____ (hereinafter called "the Consultant").

WHEREAS

(a) IUCEA has requested the Consultant to provide certain consultancy services (hereinafter called the "Services") as defined herein and attached to this Contract;

(b) the Consultant having represented to IUCEA that it has the required professional skills, personnel and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract.

NOW THEREFORE the parties hereto agree as follows:

1. The documents forming the Contract shall be as stated in and in the order of priority stated in the General Conditions of Contract.
2. The mutual rights and obligations of IUCEA and the Consultant shall be as set forth in the Contract, in particular:
   (a) The Consultant shall carry out the Services in accordance with the provisions of the Contract; and
   (b) IUCEA shall pay the Consultant the Contract Price of _____ or such other sum as may become payable under the provisions of the Contract, at the times and in the manner prescribed by the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

Signed by _____ (Authorised Representative IUCEA)

Name: _____ Position: _____

In the presence of:

Name: _____ Position: _____

Signed by _____ (Consultant)

Name: _____ Position: _____

In the presence of:

Name: _____ Position: _____