

# National Environment Management Authority, Plot 17/19/21, Jinja Road, NEMA House, P.O. Box 22255 Kampala, Uganda, Tel: 256-414-251064/5/8

# EXPRESSION OF INTEREST

SUBJECT OF PROCUREMENT:	Provision of consultancy services for an environmental licensing and management system for NEMA
PROCUREMENT REFERENCE NUMBER:	NEMA/SRVCS/22-23/00026
ADDENDUM	00001
DATE OF ISSUE:	November, 2022

## BID NOTICE UNDER OPEN INTERNATIONAL BIDDING

## Date 17/11/2022

**Subject:** Notice of Expression of Interest for Provision of Consultancy Services for Procurement of an Environmental Licensing and Management System for NEMA

#### Procurement Reference Number: NEMA/SRVCS/22-23/00026

- 1. The National Environment Management Authority has allocated funds to be used for Expression of Interest for NEMA E-licensing System
- 2. The Entity now invites eligible consultants (Interested Firms/Consultants/Joint Ventures/Consortiums) to submit sealed expressions of interest for provision of the consultancy services described above.
- 3. Interested consultants should provide information demonstrating that they are eligible and possess the required qualifications and experience to perform the services supported with relevant documentation
- 4. Sealed Expressions of Interest should be delivered to the address below at or before **10:00am on December 12, 2022.**
- 5. This procurement process will be conducted in accordance with shortlisting after publication of an expression of interest method contained in the Public Procurement and Disposal of Public Assets Act No. 1 of 2003 and Regulations, 2014 and the bidding procedures described.
- 6. This tender shall be subjected to the PPDA Guideline 1/2018 on Reservation Schemes to promote local content in public procurement.
- 7. You may obtain further information and inspect the bidding documents at the address given below at 8(a) from 8:00 a.m. to 4:00 p.m. on working days.
- 8. The Bidding documents in English may be purchased by interested bidders on the submission of a written application to the address below at 8(b) and upon payment of a non-refundable fee of UGX 300,000 (Uganda Shillings: Three hundred thousand only).

A complete set of Bidding Documents in English may be purchased by interested bidders on the submission of a written application to the address above and upon payment of a non-refundable fee of UGX 300,000 (Uganda Shillings: Three hundred thousand only) through URA by downloading a payment Registration Number on the URA Portal.

Account Title:National Environment FundAccount No:003500088000002Bank:Bank of UgandaBranch:Kampala Road.

- Bids must be delivered to the address below at 8(c) at or before 10:00am on Monday December 12, 2022. Bids may not be accompanied by a bid security amounting to UGX 37,000,000/= or an equivalent amount in a freely convertible currency. Bid Securities must be valid until March 31, 2023. Late bids shall be rejected.
- 10. The Notice of Expression of Interest is available at the entities website at <u>www.nema.og.ug</u> However, interested consultants may request for a copy of the

Expression of Interest by picking up a hard copy of the document from the address specified in 11below.

11. Address documents may be inspected at:

Procurement & Disposal Unit, 2<sup>nd</sup> Floor, Room 208 National Environment Management Authority Plot 17/19/21, Jinja Road, NEMA House, P.O. Box 22255 Kampala, Uganda Tel: 256-414-251064/5/8 Email: procurement@nemaug.org

- (b) Address documents will be issued from: same as 11(a) above.
- (c) Address Bids must be delivered to: same as 11(a) above.
- (d)Address of Bid Opening: same as 11(a) above.
- 12. The Planned Procurement Schedule (subject to changes) is as follows:

Activity	Date
a. Publish bid notice Addendum	Thursday November 17, 2022
b. Pre-bid meeting/ Site visits where applicable	NIL
c. Bid closing date	Monday December 12, 2022
d. Evaluation process	Within 15 working days from bid
	closing date
e. Display and communication of best evaluated bidder notice	After 5 working days from approval of the shortlist by Contracts Committee.

Signature:

Name:

Position of Authorised Official:

# <u>TERMS OF REFERENCE FOR PROVISION OF CONSULTANCY SERVICES FOR</u> <u>PROCUREMENT OF AN ENVIRONMENTAL LICENSING AND MANAGEMENT</u> <u>SYSTEM FOR NEMA</u>

#### Background

The National Environment Management Authority (NEMA) is a semi-autonomous institution that was established by an Act of parliament in May 1995 and became operational in December 1995. NEMA is therefore specifically mandated by the National Environment Act (NEA), Cap. 153 as the principal agency in Uganda charged with the responsibility of coordinating, monitoring, supervising and regulating all environmental management matters in the country. The National Environment Act (NEA), 2019 section 9, 2(L) further mandates NEMA to to undertake and support research in innovations, new technologies and emerging issues on environment.

Some of the functions of NEMA as stipulated in section 9(2) of NEA 2019 include;

- a) To issue environmental compliance certificates,
- b) To review and make decisions on environmental and social impact assessments, environmental audits and other studies or reports submitted in accordance with this Act or any other applicable law,
- c) To review and make decisions on environmental and social impact assessments, environmental audits and other studies or reports submitted in accordance with this Act or any other applicable law,
- d) To issue permits and licences in accordance with this Act and any other applicable law,
- e) To undertake and coordinate environmental monitoring, inspections and compliance audits.

One of the important roles in NEMA is to guide investment by ensuring that their projects / investments do not impact negatively on the environment. This is done by reviewing their Environmental and Social Impact Assessment (ESIA) reports and awarding them certificates of approval. Carrying out of such activities and basing on the trend of technological changes requires a system that is geared towards service delivery. The system should make it possible for all applicants to access the services at NEMA from the comfort of their home and not only from all parts of the country but world over online.

Emphasis is to reduce human interactions and manual procedures in allocation and processing of information. This improves NEMA public image as well stakeholder engagement in the management of natural resources and investor relations.

As aggressive industrial development and numbers of environmental issues grows, there is need to use technology to support management and operations of NEMA. Information communication technology has been used worldwide because of its immense benefits it brings to the organization such as;

- a) Better work efficiency and data tracking.
- b) Data safety, security and important data backups in case of physical damage.
- c) Facilitates quick decision making and strategic planning only to mention.

An automated solution should be in place to support registration and certification of Environment Assessment and Audit Practitioners, Environment and Social Impact Assessment process, Licensing of waste and pollution control, permitting use of wetlands, lakeshores and river NEMAs as well as Environment Information Management. The solution should also offer other features such as online payments, reporting and renewals of licenses, permits and certificates.

### Rationale

The rate of economic development is growing higher day by day hence increased volumes of environment assessment applications. The institution introduced some systems to management aspects of the institution such as spatial data, maps on oil fields, Chemical wastes and RIO conventions but there is still a lot of manual processing of licensing to public and internal operations. There is a challenge of managing the process of issuance of licenses and reporting. Furthermore, it was a Presidential directive that all government services are provided online to reduce costs and time taken to provide services.

The rationale is to acquire a system to automate all business processing at NEMA to enable our clients access all our services online.

#### **Objectives**

The main objective is to establish a system that supports registration and certification of Environment Assessment and Audit Practitioners, Environment and Social Impact Assessment process, Licensing of waste and pollution control and management, permitting use of wetlands, lakeshores and river NEMAs as well as Environment Information Management. This will enable the public to access our services online, provide real time information to management for decision making and improve ease of doing business in Uganda.

#### Specific objectives are listed below;

- a) Review the existing NEMA business processes with a view of developing a system that automate the business processes and functions.
- b) To develop, install, train and support an online solution for registration and certification of Environment Assessment and Audit Practitioners, Environment and Social Impact Assessment process, Licensing of waste and pollution control and management, permitting use of wetlands, lakeshores and river NEMAs as well as Environment Information Management and other NEMA services
- c) To integrate the online solution with other government institutions like URA, NIRA, UIA, Land titling information system, Local governments and other Lead Agencies with a role in NEMA Business Processes.
- d) To deploy, test train and operationalize the NEMA System with all required modules
- e) Provide maintenance support after successful deployment of the System for 3 years from the date of commissioning.

#### Scope of work

To fulfill the goal of automation of business processes at NEMA, the provider will need to:

- a) Prepare and submit a detailed Inception Report
- b) Develop and or Supply and customize the NEMA System fit for the purpose a per the System Requirements Specification (SRS) Document, having features such as User

friendly, high degree of data security, portability to other platforms, easy and faster data entry and retrieval, Stringent data validation, easy adaptability and easy to upgrade

- c) Prepare User Acceptance Test Plans and carryout testing and operationalization of NEMA system
- d) Train internal Staff i.e end user and systems administrators and other relevant stakeholders on the system
- e) Change management for the adoption of the system
- f) Customize the system to meet the system features/specifications in Annex A and B
- g) Coordinate with and provide technical support to NEMA Technical team
- h) Customize an open database allowing for upgrades/adaptations in the future if required.
- i) Liaise with NEMA IT department to discuss compatibility and linkages.
- j) Pilot the database by running a full day demonstration to ascertain whether the database fulfills all of the requirements of the client.
- k) Assist NEMA to migrate all relevant available data into the database through converting and importing existing MySQL data into the proposed database.
- 1) Install the database into the designated computers in NEMA and Regional Offices.
- m) Write an instruction (operation) manual that will provide detailed technical specifications and frontend
- n) User specifications and that will allow another database specialist to make the necessary changes.
- o) Train the relevant NEMA staff on the database on issues of data capturing and how to modify standard reports by developing new queries and new reports.
- p) Provide technical support to the users after the database has been installed in the first 6 months.
- q) Provide Protection and security systems to prevent unauthorized access to the system

## **Key Deliverables**

- a) Inception Report
- b) A fully Functioning System, with a manual
- c) System source code
- d) Monthly progress reports
- e) Training manuals
- f) Training of participants including Training of Trainees, users and Administrators
- g) Testing and Customization Reports
- h) Change Management and Communication Plan and Progress Report
- i) Roll out plan, operational acceptance test plan
- j) Final project completion report
- k) A detailed work plan should be submitted to NEMA for prior validation.
- 1) Data migration / management plan
- m) Quality management plan
- n) System testing and deployment plan
- o) Project plan

#### **Reporting Arrangements**

The provider will be reporting to the Executive Director of NEMA **Duration of Work** 

It is envisaged that the work will take 120 working days, from the time the contract is signed. The Firm should develop a feasible cost-work plan/activity schedule covering a maximum of 120 days.

Detailed Technical Requirements for the project will be provided to providers who shall be shortlisted from this EOI exercise. For the EOI, providers are expected to demonstrate ability to provide Consultancy Services for An Environmental Licensing and Management System for NEMA by submitting proof of having done such work for other entities and the extent/scope of those completed assignments.

#### **INSTRUCTIONS TO BIDDERS**

# A. Bidder Participation (Eligibility of the Bidder)

- 1. A Bidder, and all parties constituting the Bidder, shall meet the following criteria to be eligible to participate in this procurement;
  - i. the bidder has the legal capacity to enter into a contract;
  - ii. the bidder has the following document or equivalent
    - a) A certificate of Incorporation/registration of the firm or its equivalent
    - b) A valid Trading License of the Firm[2022] or its equivalent
    - c) A signed statement indicating that the vendor does not have a conflict of interest in the subject of procurement
    - d) Company Profile-information concerning the firm's activities
    - e) Registered/Notarized Power of Attorney

**<u>PS</u>:** Where the business of the Consultancy Firm is not registered in Uganda and a document required above is not available in the country of the Consultancy Firm, the firm shall submit an alternative document or statement affirming that the document is not available in the country of the Consultancy Firm.

- iii. the bidder is not;
  - a) insolvent
  - b) in receivership
  - c) NEMA rupt; or
  - d) being wound up iv. the bidder's business activities have not been suspended by either the Public Procurement and Disposal Authority of Uganda or other International Bodies such as IMF, World NEMA, UN, AFDB, etc.
- v. the bidder is not the subject of legal proceedings for any of the circumstances in (ii); and
- vi. the bidder has fulfilled his or her obligations to pay taxes and social security contributions where applicable.
- 2. A Bidder may be a private entity, government-owned entity, or a combination of them with a formal intent to enter into an agreement or under an existing agreement in the form of a joint venture, consortium, or association. In the case of a joint venture (JV), consortium, or association, all parties shall be jointly and severally liable. For bids submitted by an existing or intended JV, a Power of Attorney from each member of the JV nominating a Representative in the JV and a Power of Attorney from the JV nominating a representative who shall have the authority to conduct all business for and on behalf of any and all the parties of the JV during the bidding process and, in the event the JV is awarded the Contract, during contract execution.
- 3. The Bidder shall prepare one original of each of the documents comprising the EOI as described and clearly marked "ORIGINAL". In addition, the Bidder shall submit 1 copy of the EOI, and a soft copy on a CD or flash disk. In the event of any discrepancy between the original and the copies, the original shall prevail.
- 4. The original and all copies of the bid shall be typed or written in indelible ink and shall be signed by a person duly authorised to sign on behalf of the Bidder. This authorisation shall consist of a Power of Attorney which if signed in Uganda shall be registered and if signed outside Uganda, shall be notarized and shall be attached to the bid. The name and position held by each person signing the authorisation must be

typed or printed below the signature. All pages of the bid, except for unamended printed literature, shall be signed or initialled by the person signing the bid.

- 5. A firm that is under a declaration of suspension by any Authority, at the date of the deadline for bid submission or thereafter before contract signature, shall be disqualified.
- 6. Government-owned enterprises shall be eligible only if they can establish that they are legally and financially autonomous and operate under commercial law.
- 7. Bidders shall provide such evidence of their continued eligibility satisfactory to the Procuring and Disposing Entity, as the Procuring and Disposing Entity shall reasonably request. All related supplies and staff employed under the contract shall have their origin or nationality in an eligible country.

## **B.** Qualification of the Bidder

# To establish its qualifications to perform the Contract, the Bidder shall complete and submit relevant information to prove having:

**Team Leader** with a Postgraduate Degree in Computers Science, Data communication & Software Engineering, Management Information Systems, Information Management, Systems Analysis or other related fields; A minimum working experience of ten (10) years in database design and roll out for development projects; and Proven experience to lead in the development of data collection mobile applications according to various system requirements. **Complete profile of other key IT staff**, and their qualifications, professional experience with in First degree in Computer Science and Information systems with working experience of five (05) years and Knowledge on aspects of Computer Aided Programming Interfaces and

databases.

**GIS expert,** A postgraduate Degree in Geographical Information Systems with first degree in any environment discipline and working experience of five (05) years.

**Environment Specialist,** A Master of Science in Environment and Natural Resources and other related qualifications in environment with working experience of five (05) years

#### **C. Expression of Interest preparation cost**

- 1. The Bidder shall bear all costs associated with the preparation and submission of the EOI. The NEMA shall not be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.
- 2. All documents submitted with the EOI shall not be returnable.

## D. Right to accept and reject any or all the EOI

The NEMA reserves the right to accept or reject any EOI submission or annul the short listing process at any time in the process and is not bound, committed nor obliged to shortlist any provider who has expressed interest. This process is for shortlisting of eligible bidders, who will then be invited to receive the Request for Proposal (RFP) for **Provision of Consultancy Services for an environmental licensing and management system for NEMA**.

#### E. Preparation and submission of EOI

**document** 1. All information in the EOI must be in English.

2. The EOI shall have the following structure and content and shall be presented in the same sequence as shown below:

- a) Covering Letter, comprising the firm's name, address, contact person, telephone, fax and email if applicable mention the association for this project.
- b) Statements and Declarations:
- c) Documents evidencing Eligibility and qualification as detailed in section 6.2

Interested consultants are requested to submit concise and clear, but substantial documents and to adhere to the above structure. Non-compliance with this invitation or faulty information shall lead to nonqualification. Any surplus of information not specific to the material requested will not be considered.

#### F. Correspondences/ inquiries

- 1. Any inquiries to NEMA concerning this Request for EOI shall be submitted to the Procurement and Disposal Department, NEMA, not later than *3.00pm (EAST) during working days*. All correspondence to NEMA shall be in writing and signed by the authorized person.
- 2. Correspondences by e-mail or any electronic/digital format shall be regarded as advance information only, which should be immediately followed by the original copy submitted by courier or registered mail. NEMA responses shall be in writing on official letterhead and shall also be posted on the NEMA Website (www.nema.or.ug)

#### **G. Amendment of EOI Document**

- 1. Before the deadline for submission of EOI, the EOI document may be modified by the NEMA by issuance of an Addendum.
- 2. Any Addendum issued shall be part of the EOI Document.
- 3. To give prospective Bidders reasonable time in which to take the Addendum into account in preparing their EOI, extension of the deadline for submission of EOI may be given if considered necessary by the NEMA.

## H. Submission of EOI

- Sealed envelope(s) should be delivered to the office of the Procurement and Disposal Department, NEMA of Uganda, Level 2 Room 208, marked *Expression Of Interest For Provision Of Consultancy Services* for An Environmental Licensing and Management System for NEMA - *Ref No: NEMA/SRVCS/22-23/00026*, located in the Procurement and Disposal Department Office on second Floor, at NEMA office Uganda, Headquarters not later than *10.00am (EAST) December 12, 2012*.
- 2. Bidders who may wish to courier their EOI should allow for sufficient time to ensure timely receipt of their EOI.
- 3. Any submission made after the close of submission date and time will be rejected.
- 4. NEMA reserves the right to accept or reject any submission and is not bound, committed nor obliged to shortlist any provider who has expressed interest.

#### I. Evaluation

For the short listing process, the NEMA will determine whether each EOI is responsive to the requirements of the EOI Document. The EOI shall be considered responsive if:

- a) It contains all the information and documents as requested below in the table
- b) In case of the Consortium, Joint venture bid, the requirements as listed in this EOI Document should be met.

- c) There should not be inconsistencies between the EOI and the supporting documents.
- d) Non-responsive proposals will be rejected.

# J. Evaluation/Qualification Criteria

1. Interested bidders should meet all the requirements in the criteria below:

SECTION NO.	CRITERIA	DOCUMENTARY EVIDENCE	WEIGHT/ SCORE
NO. 1	ELIGIBILITY	<ul> <li>a) A certificate of Incorporation /registration of the Firm or its equivalent;</li> <li>b) A copy of a Trading License for 2022 for the firm or its equivalent;</li> <li>c) Evidence of fulfilment of obligations to pay taxes (Current Tax Clearance Certificate valid until July 31, 2022 and social security contributions (Current National Social Security Fund (NSSF) Clearance Certificate valid until July 31, 2022) where applicable for local firms</li> <li>d) A signed statement indicating that the vendor does not have a conflict of interest in the subject of procurement;</li> <li>e) A Detailed Company Profile – information concerning the firm's activities.</li> <li>f) Registered/Notarized Power of Attorney</li> <li>g) Proof that the bidder is EITHER;</li> <li>a. A local Provider; that is, with the evidence of a Return of Allotment of Shares registered by the Uganda Registration Services Bureau (URSB) and copies of</li> <li>National IDs or Passports for majority Shareholders for local firms <i>OR</i></li> <li>b. A resident provider; that is, with evidence that the firm has been incorporated in Uganda for at least two (2) years preceding the bid submission date (trading licenses</li> </ul>	COMPLIANT/NON- COMPLIANT (C/NC)
		for the past two years, 2016 and 2017), and the firm's physical address in Uganda for local firms	

SECTION NO.	CRITERIA	DOCUMENTARY EVIDENCE	WEIGHT/ SCORE
		<ul> <li>The Bidder has to demonstrate that he has the required capacity to carry out the project, in terms of:</li> <li>a. The firm should demonstrate experience in development and deployment of similar systems</li> <li>b. A reference letter from users of similar systems developed and deployed confirming that the systems they developed work without any errors.</li> <li>c. Proof that the vendor/consultant has full rights of the system.</li> <li>d. Proof that the firm has approval from the proprietors of the platform used by the system.</li> <li>e. Competent and dedicated staff that can be reached for feedback.</li> <li>f. Competent knowledge/expertise of AGILE methodology and good practices.</li> <li>g. Strong experience in development of web applications.</li> <li>h. Existence of a similar Database/Information web-based solution.</li> <li>i. A team leader should have at least 10 years' experience in data management/database development and archiving, including use of webenabled platforms and Geo-Spatial analysis tools.</li> <li>j. Proof the firm has access to the source code, database and the system</li> </ul>	RESPONSIVE (R/NR)

I		
	c. Proof that a firm is registered and	
	certified with NITA-U for local	
	companies and an equivalent for	
	foreign companies from their	
	respective bodies.	
	d. All non-Ugandan firms should	
	work in joint venture with a local	
	vendor to ensure NEMA has the	
	required support after the	
	implementation which shall be	
	provided through the local firm.	
	e. Demonstrate a proven track record in	
	delivering services through testimonies.	
	f. Have excellent networking abilities with stakeholders in the country and	
	region including government	
	agencies, etc.	
	g. Have previous successful track record	
	of being able to meet deadlines and	
	complete assignments within stipulated time – frame.	
	h. Prior work experience and proven	
	partnerships with other world –class	
	environmental organizations shall be	
	an advantage.	
	i. Have a successful previous track	
	record of meeting deadlines and	
	timely completion of assignments.	
	The experience and qualifications	
	should be relevant to Provision of	
	Consultancy Services for An	
	Environmental Licensing and	
	Management System for NEMA	

# **TECHNICAL FORMS**

## Form – 1: Proposed Personnel

Bidders should provide the names of suitably qualified personnel to meet the specified requirements for each of the positions listed in Section 6B.1.III and Tabled in 6J.Section 2. The data on their experience should be supplied using the Form below for each candidate.

1.	Title of position		
	Name		
2.	Title of position		
	Name		

# Form – 2: CV's of Proposed Personnel

The Bidder shall provide all the information requested below. [Fields with Asterix (\*) shall be used for evaluation].

Bidders may use the following Summary Tables in addition to providing their Personnel CVs

Position*			
Personnel information	Name *	Date of birth	
	Professional qualifications	i	
Present employment	Name of Employer		
	Address of Employer		
	Telephone	Contact (manager / personnel officer)	
	Fax	E-mail	
	Job title	Years with present Employer	

Summarize professional experience in reverse chronological order. Indicate particular technical and managerial experience relevant to the project.

From*	To*	Company, Project, Position, and Relevant Management Experience*

- 1		
- 1		
- 6	 	
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# Form 3: Qualification Forms

To establish its qualifications to perform the contract, the Bidder shall provide the information requested in the corresponding Information Sheets included hereunder:

# Form 3a) Bidder Information Sheet

1. Bidder's Legal Name:		
2. In case of JV, legal name of each party:		
3. Bidder's actual or intended Country of Registration:		
4. Bidder's Year of Registration:		
5. Bidder's Legal Address in Country of Registration:		
6. Bidder's Authorized Representative		
Information Name:		
Address:		
Telephone/Fax numbers:		
Email Address:		
7. Attached are copies of original documents of:		
Certificate of Incorporation or Registration of firm named in 1, above.		
> In case of JV, letter of intent to form JV including a draft agreement, or JV agreement		
In case of government owned entity from the Employer's country, documents establishing legal and financial autonomy and compliance with the principles of commercial law.		

# Form 3b) Party to JV Information Sheet

1. Bidder's Legal Name:
2. JV's Party legal name:
3. JV's Party Country of Registration:
4. JV's Party Year of Registration:
5. JV's Party Legal Address in Country of Registration:
6. JV's Party Authorized Representative
Information Name:
Address:
Telephone/Fax numbers:
Email Address:

7. Attached are copies of original documents of:

- > Certificate of Incorporation or Registration of firm named in 1, above.
- In case of government owned entity from the Purchaser's country, documents establishing legal and financial autonomy and compliance with the principles of commercial law.

#### FORM 5-General Experience

Bidder's Legal Name:	
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JV Partner Legal Name: \_\_\_\_\_

Starting Month / Year	Ending Month / Year	Years*	Contract Identification	Role Bidder	of
			Contract name: Brief Description of the Works performed by the Bidder: Name of Employer: Address:		
			Contract name: Brief Description of the Works performed by the Bidder: Name of Employer: Address:		
			Contract name: Brief Description of the Works performed by the Bidder: Name of Employer: Address:		
			Contract name: Brief Description of the Works performed by the Bidder: Name of Employer: Address:		
			Contract name: Brief Description of the Works performed by the Bidder: Name of Employer: Address:		
			Contract name: Brief Description of the Works performed by the Bidder: Name of Employer: Address:		

# **Declaration**

We, the undersigned, declare that;

(a) the information contained in and attached to these forms is true and accurate as of the date of bid submission:

Signed:

	[signature of person whose name and capacity are shown below]		
Name:			
In the capacity of:	<i>[insert complete name of person signing the Qualification Form]</i> e		
	[insert legal capacity of person signing the Qualification Form]		
Duly authori	zed to sign the Qualification Form for and on behalf of:		

[insert complete name of Bidder/Member of Joint Venture]

Dated on \_\_\_\_\_\_ day of \_\_\_\_\_\_, \_\_\_\_ [insert date of signing]

# **MANAGEMENT NOVEMBER, 2022**