

APPENDIX 1 – INSTRUCTIONS TO PROPOSERS

The following information provides instructions that must be observed by the Proposers when submitting their Proposals.

1. Preparation and Submission of Proposals

Your Proposal and all correspondence and documents relating to it shall be prepared and submitted in the English language as per the requirements specified in this Request for Proposal (RFP).

Your Proposal should be comprehensive and detailed. It must include information in sufficient detail and scope to allow UNIDO to consider whether your company has the necessary capability, experience, knowledge, expertise, financial strength, and the required capacity to perform the work specified satisfactorily.

Your Proposal must provide all requisite information under this RFP and clearly and concisely respond to all points set out in this RFP. Any Proposal which does not fully and comprehensively address this RFP may be rejected. However, unnecessarily elaborated brochures and other presentations beyond those sufficient to present complete and effective Proposals are not encouraged.

2. Technical Specifications of Requirement

Proposers must adhere strictly to all requirements of this RFP. No changes, substitutions or other alterations to the technical specifications of the Requirement stipulated in this RFP document will be accepted unless approved in writing by UNIDO.

3. Format and Signing of Proposal

Your Proposal must be submitted in two (2) separate sealed envelopes/packages, one of which shall contain the Technical Proposal without price(s) and commercial terms, while the other shall contain the Commercial Proposal with price(s) and commercial terms. The Technical and Commercial Proposals must then be submitted in one (1) original and eleven (11) copies each, clearly marked "Original Proposal" and "Copy of Proposal", in addition to one electronic copy (on CD or USB stick) of the Technical Offer to be included in the envelope/package with the technical proposal (**without prices**) and one electronic copy of the Commercial Offer to be included in the envelope/package with the commercial proposal (**with prices**). In the event of any discrepancy between the original and copies, the original shall govern. For detailed instructions regarding number of copies of forms, statements, etc., please refer to detailed instructions in paragraphs 10 and 11 hereinafter.

Your Proposal must be stamped and signed by an official legally authorized to enter into contracts on behalf of your company.

The Proposal shall not contain any interlineations, erasures or overwriting except as necessary to correct errors made by the Proposer, in which case the person or persons signing the Proposal shall initial such corrections.

4. Mailing Address

Your Proposal must be submitted to the following address:

United Nations Industrial Development Organization (UNIDO)
Procurement Services Unit/OSS/PSM
Attention: Ms. C. Ziniel
Wagramer Strasse 5, PO Box 300
A-1400 Vienna
Austria

5. Marking of Envelope

Your Technical and Commercial Proposals must be completely separated and submitted in their own individual sealed envelopes/packages, clearly marked on the outside as either **TECHNICAL PROPOSAL** or **COMMERCIAL PROPOSAL** as appropriate. Proposals that are not submitted in separate sealed envelopes and are not marked as per UNIDO marking instructions may be invalidated.

The sealed envelope/package containing the Technical Proposal shall be marked:

Request for Proposal No: RFP No. 2010/004/CZ

UNIDO Project: Implementation of an ERP System for UNIDO

Technical Proposal

Closing Date: 13 September 2010

Do not open before the Closing Date

The sealed envelope/package containing the Commercial Proposal shall be marked:

Request for Proposal No: RFP No. 2010/004/CZ

UNIDO Project: Implementation of an ERP System for UNIDO

Commercial Proposal

Closing Date: 13 September 2010

Do not open before the Closing Date

IMPORTANT NOTE: PLEASE ENSURE THAT IN PREPARING YOUR PROPOSAL THE INSTRUCTIONS IN PARAGRAPHS 3 AND 5 OF APPENDIX 1, I.E. FOR SUBMISSION OF THE TECHNICAL (**WITHOUT PRICES**) AND COMMERCIAL PROPOSALS IN SEPARATE SEALED ENVELOPES/PACKAGES, BE STRICTLY FOLLOWED. **IN CASE YOUR PROPOSAL IS NOT SUBMITTED IN TWO SEPARATE ENVELOPES/PACKAGES AND/OR YOUR TECHNICAL PROPOSAL CONTAINS PRICE INFORMATION YOUR PROPOSAL WILL BE REJECTED.**

6. Request for Clarification

All questions, whether technical or contractual, must be submitted by facsimile or electronic mail as follows:

Ms. C. Ziniel, Procurement Officer

Telefax: +43 1 260 26 /6815 or 6816

E-mail: C.Ziniel@unido.org; cc: M.Dethlefsen@unido.org

UNIDO will respond in writing to any request for clarification of this RFP, which is received no later than 30 August 2010. Clarifications requested beyond this date will not be entertained by UNIDO. Written copies of the response (including an explanation of the query but without identifying the source of inquiry) will be sent by e-mail to all Proposers who have indicated their intent to offer by submitting a completed Acknowledgment Form. Copies of the responses will also be uploaded on the

UNIDO external website under procurement notices. UNIDO reserves the right to group questions received from several companies and responses thereto.

7. Retention of Proposals

Following submission of the Proposals and final evaluation, UNIDO will have the right to retain unsuccessful Proposals. It is the Proposer's responsibility to identify any information of a confidential or proprietary nature contained in its Proposal, so that it may be handled accordingly. However, UNIDO cannot guarantee confidentiality.

8. Completeness of Proposal

You are expected to examine all instructions, forms, terms and specifications in this RFP and to sign mandatory statements and other documents as required. Your Proposal must include information in sufficient scope and detail to allow UNIDO to consider whether your company has the necessary capability, experience, knowledge, expertise, financial strength, and the required capacity to perform the work specified satisfactorily. Failure to furnish all information required by the RFP and signed mandatory statements and other documents or submission of a Proposal not substantially responsible to the RFP in every respect will be at the Proposer's risk and will result in the rejection of its Proposal.

9. Correctness of the Proposal

Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Proposer does not accept the correction of errors, its Proposal will be rejected. If there is a discrepancy between words and figures the amount in words will prevail. UNIDO reserves the right to verify all information furnished by the Proposer through any sources of its choice. Any inaccurate information given may lead to a rejection of the Proposal.

10. Preparation and Contents of Technical Proposal

10.1. Documents to be included in the Technical Proposal

The Technical Proposal must contain, but not necessarily be limited to, the following information:

- (i) Cover letter (1 original + 11 copies)
- (ii) Introduction (1 original + 11 copies)
- (iii) Detailed responses to all requirements with full explanations (1 original + 11 copies)
- (iv) Specification Sheet for the Technical Proposal (1 original + 11 copies)
- (iv) Additional information (in electronic copy of the proposal only with clear reference thereto in the paper document)
- (v) Signed Mandatory Statements for the Technical Proposal (Appendix 6) (1 original + 11 copies)
- (vi) Company Annual Financial Statements (para 10.5 (iv) below, one (1) hard copy only see)
- (vii) Signed Completed Financial Statement and Certification (Appendix 4)

10.2 Cover letter

The Cover Letter shall include statements which:

- (i) Confirm that the Proposer has read, understands, and agrees to all provisions of the RFP including all amendments without qualification.

- (ii) Identify all amendments to the RFP which have been received during solicitation; if none have been received, a statement to that effect should be made.
- (iii) In case some of the activities are sub-contracted by the Proposer, the names of all sub-contractors and their roles. Confirmation that the Proposer will assume sole and exclusive responsibility for all of the services indicated in the RFP.
- (iv) If the Proposal deviates from the detailed specifications and requirements of the RFP, the Cover Letter shall identify and explain these deviations.

10.2. Introduction

The Introduction section shall include a clear and concise summary of the proposed approach, describe the capabilities and planned roles of any subcontractor(s) and should describe the major benefits offered by the Proposer. The Introduction must be limited to two (2) pages.

10.3 Detailed Responses

This section should include clear and concise responses to all ERP requirements (Appendix 2). The detailed responses must be limited to hundred (100) pages. Additional details may be added in electronic version with clear reference thereto in the Technical Proposal. References to external content (e.g. web sites) are not permitted due to UNIDO documentation requirements.

10.4 Additional Information

Proposers may submit additional information that is relevant but was not requested in the RFP in order only to clarify or enhance the Technical Proposal or provide information about areas in the RFP that, in the views of the Proposer, are deficient and need to be corrected. This information should be included as a separate part in the electronic copy of the Proposal **only** with clear reference thereto in the paper copies.

10.5 Signed Mandatory Statements/Information

The following statements/information must be provided as part of your Technical Proposal:

- (i) Signed Appendix 6 with Mandatory Statements. Each statement shall be confirmed by the Proposer by checking the box in the right column of the statements table.
- (i) An explanation of your understanding of the work to be performed and the services to be provided and your overall operational plan (work breakdown structure) for the execution of the work/services as per the Specification Sheet line break-down expanded by a timeline in project weeks;
- (ii) References of experience of contracts of a nature similar (2 to 5 references) to the subject RFP as per Appendix 3 and referred to in point 16 of the Mandatory Statements for the Technical Proposal (Appendix 6).
- (iii) The names, titles and assignments (functions) as well as the detailed curriculum vitae of the key staff assigned for this contract. The CVs of the key staff should be completed in the most precise detail possible, with particular reference to practical experience of each of the proposed staff in the references as per above point (ii);
- (iv) A copy of the Proposer's audited, annual Financial Statements for the last three (3) years and information regarding all claims, arbitration and other pending legal action, including the amounts of any pending claims, arbitration and other pending legal action of claims (one hard copy);

- (v) A completed Financial Statement and Certification form (the form is enclosed herewith for completion as Appendix 4). This certification shall be signed by the Proposer's authorized responsible official or other authority customarily providing such certification according to the laws and regulations of the Proposer's country. Please note that a Proposal submitted without this Financial Statement and Certification form may be rejected.

11. Preparation and Contents of Commercial Proposal

11.1 Prices and Currency

(i) The prices shall be in EURO. The Proposals not expressed in EURO will be rejected. Please note that prices for equipment, parts and supplies shall be quoted DDU (INCOTERMS 2000) UNIDO Headquarters, Vienna, Austria. All fees quoted shall remain fixed for the duration of the contract

(ii) The prices shall be offered as per requirements of the Specification Sheet (Appendix 5), namely :

- Sections 1-2 (*mandatory**) firm fixed price for the implementation services in Vienna, including travel, expenses, per diems and all other costs, as per proposed implementation timeline.
- Sections 3-4 (*mandatory**) estimated price for services, including all other costs as above, as per proposed implementation timeline
- Section 5 & 6 (*mandatory* *) fixed price for the proposed application software modules and database options, including yearly maintenance costs
- Section 7 (*optional*) pricing the proposed Hardware configuration, including a service agreement for 5 years

*) these sections and corresponding price shall be included in the offer and constitute a mandatory requirement.

Failure to comply with the requirements of this sub-paragraph (ii) will result in the rejection of the Proposal.

11.2 Documents to be included in the Commercial Proposal

The Commercial Proposal must contain but not necessarily be limited to the following information:

- (i) Completed Specification Sheet with prices (1 original + 11 copies)
- (ii) Price Summary (1 original + 11 copies)
- (iii) Signed Mandatory Statements for the Commercial Proposal (Appendix 7) (1 original + 11 copies). Each statement shall be confirmed by the Proposer by checking the box in the right column of the statements table

11.3 Price Summary

Price summary shall contain the price of each of the Releases separately as well as the prices of the components of the software and hardware offered. It has to contain a total price before discounts. The Proposer shall separately indicate any discount and other beneficial terms it may offer to UNIDO. The Price Summary shall be duly signed by the authorized responsible company official.

11.4 Explanations

Proposers are encouraged to provide explanations where needed for clarification. If price is based on an assumption made by the Proposer, the assumption should be explained and/or there should be a reference to an explanation in the Proposer's Technical Proposal.

12. Contract

All Proposers responding to this RFP shall acknowledge in their Proposal that they accept the terms and conditions of UNIDO's Contract Form (Appendix 8). However, in the event any Proposer suggests change(s) to any of the provisions of the UNIDO Contract Form, or has any reservation, exemption, variation or deviation relating thereto, they must be indicated in the Commercial Proposal, providing alternative language to the particular contract clause. Please note, however, that such change(s), reservation, exemption, variation or deviation will be taken into account in the evaluation and may render the Proposal not acceptable .

13. Services and Facilities Provided by UNIDO

The services and facilities which will be provided by UNIDO will tentatively be as set forth in Appendix 2, Chapter 2, as well as in Article 13.4 of the Contract Form.

14. Withdrawal and Modification of Proposals

Proposals may be modified or withdrawn by Proposers in writing, prior to the closing date specified in the RFP. Proposals may not be modified or withdrawn after that time.

15. Evaluation Procedure

The Proposer is to provide one complete Proposal for a SAP or an Oracle implementation solution or, at its sole discretion, two complete separate bids, one for SAP and one for Oracle.

All Proposals that are submitted in response to this RFP will be reviewed and evaluated by UNIDO in a fair and impartial way, in accordance with the Financial Regulations and Rules of UNIDO, in particular the provisions of the UNIDO Procurement Manual. The evaluation will be based on the qualification requirements and evaluation criteria specified in Appendix 3.

While price is an important factor, it will not be the only consideration in evaluating the Proposals received in response to this RFP. The evaluation procedure will be as follows:

15.1 Review of Proposers' Qualifications

The review of the Proposers' qualifications will be done after opening of the Technical Proposals and will be based on the qualification requirements specified in Appendix 3 to this RFP. Only Proposals of the Proposers who meet UNIDO's qualification requirements will proceed to the technical evaluation. The Proposals of the Proposers which do not meet UNIDO qualification requirements will not be considered further.

15.2 Technical Evaluation

The technical evaluation will consist of the following two components:

- (i) Technical evaluation of the written Technical Proposals; and
- (ii) Technical evaluation of the Proposers' Technical presentations.

The Technical Proposal and the Proposers' presentation each have a maximum of 100 points. In the overall technical evaluation, the weight of the Technical Proposal is 70% with the remaining 30% allocated to the presentation. Only those proposers whose Proposals scored at least 70 points during the evaluation of the written Technical Proposals will be invited for a technical presentation to be held at UNIDO's Headquarters in Vienna, Austria. The scores are given in the Table herein below.

The Presentation has to be led by the Project Manager assigned by the Proposer in its Proposal to lead the project. This Presentation should last for a maximum of one (1) hour. Another one (1) hour will be allocated for questions. Technical presentation are tentatively scheduled to take place in week 40, starting 4 October 2010.

The Technical presentations which score at least 70 points will be considered acceptable. The technical evaluation criteria are provided in Appendix 3 to this RFP.

Table. Technical Evaluation scores

Evaluation	Max Points for each	Passing score	Share in total evaluation
1. Written Proposals	100	70	70%
2. Presentation	100	70	30%

A Proposal shall be rejected at this stage if it fails to achieve the minimum passing score of 70 points either in respect of its written Technical Proposals or in respect to the Proposer’s presentation.

15.3 Commercial Evaluation

After completion of the technical evaluation, UNIDO will open and evaluate the Commercial Proposals of those Proposers whose Technical Proposals were found technically acceptable.

UNIDO will not open the sealed envelopes containing the Commercial Proposals of those Proposers whose Technical Proposals were found not to be technically acceptable.

The Commercial Proposals will be evaluated by UNIDO, based on the commercial evaluation criteria specified in Appendix 3.

UNIDO reserves the right to request best and final commercial offers. Further, UNIDO reserves the right to negotiate with the Proposer who has submitted the lowest cost, substantially responsive Proposal conforming to the RFP requirements.

The contract shall be awarded, based on the best value for money principles, to the qualified Proposer whose Technical Proposal has been found substantially responsive and whose Commercial Proposal constitutes the lowest cost to UNIDO.

16. No Commitment

THIS RFP DOES NOT COMMIT UNIDO TO AWARD A CONTRACT. UNIDO RESERVES THE RIGHT TO ACCEPT OR REJECT ANY PROPOSAL(S), OR ANNUL THIS RFP AND REJECT ALL PROPOSALS, AT ANY TIME PRIOR TO AWARD OF CONTRACT, WITHOUT THEREBY INCURRING ANY LIABILITY TO THE AFFECTED PROPOSER(S) OR ANY OBLIGATION TO INFORM THE AFFECTED PROPOSER(S) OF THE GROUNDS FOR UNIDO ACTION.

UNIDO also reserves the right to negotiate and award only a portion of the requirement; to negotiate and award separate or multiple contracts for the elements covered by this RFP in any combination it may deem appropriate, in its sole discretion; to add new considerations, information or requirements at any stage of the procurement process, including during negotiation with Proposers; and reject the Proposal submitted by any Proposer that has previously failed to perform properly or on time contracts of a similar nature, or of a Proposer that, in the opinion of UNIDO, is not in a position or is not sufficiently qualified to perform the contract.

UNIDO does not commit itself to purchase in entirety the requirements indicated in this RFP. Final decision in such matters will depend on a number of factors which may be beyond the control of the Organization. Some of these factors may include, but are not be limited to, future approval of budgetary appropriations by member states as well as actual and future needs.

UNIDO reserves the right to negotiate/procure the software licenses and associated maintenance fees directly from the owner of the relevant ERP software or any third party.

This RFP contains no contractual offer of any kind; any Proposal submitted will be regarded as a Proposal by the Proposer and not as an acceptance by the Proposer of any offer by UNIDO. No contractual relationship will exist except pursuant to a written contract document signed by the authorized official of UNIDO and by the successful Proposer(s) chosen by UNIDO.

17. Contract Award

UNIDO will notify the successful Proposer in writing that its Proposal has been accepted. Upon the successful Proposer's confirmation of acceptance of the contract award and conclusion of the contract, UNIDO will notify each unsuccessful Proposer. The notification to the unsuccessful Proposers will not contain any information concerning other Proposers and their prices, including that of the winning Proposer, due to the confidential and proprietary character of such information. Any queries of unsuccessful Proposers to this respect will not be entertained by UNIDO. It is estimated that contract award would be issued end October 2010.

18. Signing of Contract

After the successful Proposer's acceptance of UNIDO's contract award, UNIDO will send the Proposer the contract documents incorporating all agreements between the parties. The successful Proposer shall sign and date the contract and return it to UNIDO no later than two (2) weeks of the date of receipt of the contract documents.

19. Standard Terms and Conditions of the Contract

Except as otherwise required by the circumstances of the case, the contract for the proposed services will be based upon the terms and conditions of the Contract Form specified in Appendix 8. As part of submitting their Proposals, Proposers are required to thoroughly review the Draft UNIDO Contract Form and associated annexes and confirm their acceptance. Proposers should note that the acceptance of this document is one of the evaluation criteria and failure to comply with it may lead to the rejection of the proposal.

20. Payment Terms

Payment will normally be made in accordance with Article 15.2 of the Contract Form (Appendix 8). The Financial Regulations and Rules of UNIDO preclude payment by Letters of Credit. Such provision in a Proposal will be prejudicial to its evaluation by UNIDO. The normal terms of payment by UNIDO are thirty (30) days upon satisfactory delivery of goods or performance of services and acceptance thereof by UNIDO. Proposers must therefore clearly specify in their Proposals if they offer payment terms different from those of UNIDO.

21. Prime Contractor responsibility/Subcontractors

Where relevant, any contract that may result from this RFP shall specify that the prime contractor is solely responsible for the fulfillment of the contract with UNIDO. UNIDO will make contract payments to the prime contractor only. The use of sub-contractors must be clearly detailed in the Proposal, and major sub-contractors must be identified by name. The prime contractor is wholly responsible for the entire performance whether or not subcontractors are used.

22. Validity of Proposals

Your Proposal shall remain valid and open for acceptance for a period of at least ninety (90) calendar days from the designated closing date indicated in the cover letter of this RFP. You must confirm in your Proposal that it will remain valid for this period. Once a Proposal has been accepted during this

period, the price quoted in the Proposal must remain unchanged for the entire period of the resulting contract unless otherwise specified in this RFP or unless UNIDO agrees otherwise in writing.

23. Rejection of Proposals and Split Awards

UNIDO reserves the right to reject any and all Proposals if they are, inter alia:

- Received after the deadline for receipt of Proposals specified in the RFP;
- Not properly marked or addressed as required in the RFP;
- Delivered to an address other than the one required in the RFP; or
- Otherwise not in compliance with this RFP.

24. Costs of Preparation and Presentation of the Proposal

This RFP does not commit UNIDO to pay any costs incurred in the preparation or submission of Proposals, or costs incurred in making necessary studies for the preparation thereof, costs for presentations, or to procure or contract for services or supplies. The Proposers shall bear all the costs associated with the preparation, submission and technical presentation of the Proposals, and UNIDO will not in any case be responsible or liable for those costs, regardless of the conduct or outcome of this competitive exercise.

25. Non-Disclosure Agreement

UNIDO may require Proposers to execute a Non-Disclosure Agreement at a later stage.

26. Anti-Competitive Conduct

Proposers and their employees, officers, advisers, agents or sub-contractors must not engage in any anti-competitive conduct, or any other similar conduct, in relation to:

- the preparation or submission of Proposals;
- the clarification of Proposals; and
- the conduct and content of negotiations, including final contract negotiations in respect of this RFP or procurement process, or any other procurement process being conducted by UNIDO in respect of any of its requirements.

For the purposes of this clause, anti-competitive conduct, or any other similar conduct may include, among other things, the disclosure to, exchange or clarification with, any other Proposer, person or entity, of information (in any form), whether or not such information is commercial information confidential to UNIDO, any other Proposer, person or entity in order to alter the results of a solicitation exercise in such a way that would lead to an outcome other than that which would have been obtained through a competitive process.

In addition to any other remedies available to it, UNIDO may, at its sole discretion, immediately reject any Proposal submitted by a Proposer that, in UNIDO's sole opinion, has engaged in any anti-competitive conduct, or any other similar conduct with any other Proposer, person or entity in relation to the preparation or lodgment of Proposals, whether in respect of this RFP or procurement process or any other procurement process being conducted by UNIDO in respect of any of its requirements.

27. Improper Assistance

Proposals that, in the sole opinion of UNIDO, have been compiled:

- with the assistance of current or former employees of the UNIDO, or current or former contractors of UNIDO in violation of confidentiality obligations or by using information not otherwise available to the general public or which would provide a non-competitive benefit;

- with the utilization of confidential and/or internal UNIDO information not made available to the public;
- in breach of an obligation of confidentiality to UNIDO; or
- contrary to these terms and conditions for submission of a Proposal;

shall be excluded from further consideration.

28. Use of former UNIDO Officials in the Preparation of Proposals and Process

Without limiting the operation of the above clause, a Proposer must not, in the absence of prior written approval from UNIDO, permit a person to contribute to, or participate in, any process relating to the preparation of a Proposal or the procurement process, if the person:

- at any time during the six months immediately preceding the date of issuance of this RFP was an official, agent, servant, employee, consultant of, or otherwise engaged by UNIDO
- at any time during a 12 month period immediately preceding the date of issuance of this RFP was an employee, agent, servant or consultant of UNIDO, personally engaged, directly or indirectly, in the planning or performance of the requirement, project or activity to which this RFP relates; or
- at any time, was an employee agent, servant or consultant of UNIDO, involved, directly or indirectly, in the preparation of this RFP including previous work in this regard.

29. Corrupt Practices

All Proposers shall adhere to the highest ethical standards, both during the procurement process and throughout the performance of a contract.

30. Conflict of Interest

A Proposer must not, and must ensure that its employees, officers, advisers, agents or sub-contractors do not, place themselves in a position that may, or does, give rise to an actual, potential or perceived conflict of interest between the interests of UNIDO and the Proposer's interest during the procurement process.

If during any stage of the procurement process or performance of any UNIDO contract a conflict of interest arises, or appears likely to arise, the Proposer must notify UNIDO immediately in writing, setting out all relevant details of the situation, including those cases in which the interests of the Proposer conflict with the interests of UNIDO, or cases in which any UNIDO official, employee or person under contract with UNIDO may have, or appear to have, an interest of any kind in the Proposer's business or any kind of economic ties with the Proposer. The Proposer must take such steps as UNIDO may reasonably require to resolve or otherwise deal with the conflict to the satisfaction of UNIDO.

31. Rights of UNIDO

If UNIDO determines that a Proposer has engaged in anti-competitive conduct, has received improper assistance, engaged in corrupt practices, or conflict of interest situation, then notwithstanding any other legal rights or remedies it may have, UNIDO reserves the right, at its sole option to:

- reject any Proposal or recommendation to award a contract to such Proposer; and/or
- declare a company or Proposer ineligible, either indefinitely or for a stated period of time, to become UNIDO Proposer; and/or

- terminate any contract entered into with such Proposer.

32. Summary of important dates:

Submission for Proposal(s): 13 September 2010
Request for clarifications: by 30 August 2010 at the latest

Tentative dates:

Technical Presentation: calendar week 40, starting 4 October 2010
Contract Award: end October 2010
Commencement of Implementation: November 2010
Completion of Implementation: December 2012
Post-Implementation Support: until April 2013

- END -