

DPS FRAMEWORK SCHEDULE 4: LETTER OF APPOINTMENT AND CONTRACT TERMS

Part 1: Letter of Appointment

The Department for Work and Pensions
REDACTED

Dear REDACTED

Letter of Appointment

This letter of Appointment is issued in accordance with the provisions of the DPS Agreement (RM6018) between CCS and the Supplier dated 16th February 2018.

Capitalised terms and expressions used in this letter have the same meanings as in the Contract Terms unless the context otherwise requires.

| | |
|---------------|--|
| Order Number: | To be confirmed by the Customer |
| From: | The Department for Work and Pensions Caxton House, Tothill Street, London, SW1H 9NA; ("Customer") |
| To: | Ipsos MORI 3 Thomas More Square London E1W 1YW ("Supplier") |

| | |
|-----------------|---|
| Effective Date: | 4 th December 2018 |
| Expiry Date: | End date of Contract Period - 3 rd December 2019. For the avoidance of doubt, there shall be no option to extend this Contract. |

| | |
|--------------------|--|
| Services required: | Set out in Section 2, Part B (Specification) of the DPS Agreement and refined by the Customer's Statement of Requirements attached at Annex A, the Supplier's Proposal attached at Annex B and Annex C the Pricing Schedule. |
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| | |
|------------------|----------|
| Key Individuals: | REDACTED |
| [Guarantor(s)] | NOT USED |

| | |
|---|--|
| Contract Charges (including any applicable discount(s), but excluding VAT): | £292,920.00. Contract charges shall remain firm for the Contract duration. |
| Insurance Requirements | As per Part 2, Contract Terms, Research Marketplace RM6018. |
| Customer billing address for invoicing: | REDACTED |

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| Alternative and/or additional provisions (including Schedule 8(Additional clauses)): | Part 3, Generic Security Accreditation Document |
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FORMATION OF CONTRACT

BY SIGNING AND RETURNING THIS LETTER OF APPOINTMENT (which may be done by electronic means) the Supplier agrees to enter a Contract with the Customer to provide the Services in accordance with the terms of this letter and the Contract Terms.

The Parties hereby acknowledge and agree that they have read this letter and the Contract Terms.

The Parties hereby acknowledge and agree that this Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of this letter from the Supplier within two (2) Working Days from such receipt

For and on behalf of the Supplier:

For and on behalf of the Customer:

Name and Title:

Name and Title:

REDACTED

REDACTED

Signature:

Signature:

REDACTED

REDACTED

Date:

Date:

ANNEX A

Customer Statement of Requirement

1. Background to requirement/OVERVIEW of requirement

- 1.1 Universal Credit (UC) is the largest programme of welfare reform for a generation, and is being introduced to simplify the benefit system, and improve financial incentives to work. UC replaces six working-age benefits and tax credits – Jobseeker’s Allowance (JSA); Income Support (IS); Employment and Support Allowance (ESA); Housing Benefit; Working Tax Credit (WTC); and Child Tax Credit (CTC).
- 1.2 In 2014 UC began a staged geographical roll-out. By the end of 2018 Full Service shall be operational for all new claimants. From 2019, existing ‘legacy’ benefit and tax credit claimants shall gradually be [migrated over to UC](#), with Full Service for all pre-existing and new claimants due to be established for all by the end of 2023.
- 1.3 As current tax credit claimants are migrated over to UC, there shall be increasing numbers of claimants who are in work. Once fully rolled out, the Customer expect around 7 million households to be claiming UC, of which 3 million shall be in work. This is a radically different context in which the Customer’s employment services shall operate. For the first time the Customer shall provide services to support and encourage those who are in work to increase their earnings and progress in their careers.
- 1.4 The Customer’s in-work services shall be focused on low-paid UC claimants whose household earnings fall between specific income bands. These individuals shall fall under a Light Touch conditionality regime. The Customer are currently designing what such a regime might look like and this research is a key part in understanding the Supplier’s future cohorts and supporting that policy design.
- 1.5 The Customer has committed to a ‘Test and Learn’ approach to [developing its in-work offer](#). This is premised on the need to take an evidence-led approach to service design in the context of a limited evidence base on what works to support earnings progression among low-income individuals and households.
- 1.6 The Customer has recently undertaken a [large-scale randomised controlled trial \(RCT\)](#) with existing Light Touch UC claimants, testing the impact of applying different support and conditionality regimes on earnings progression and related intermediate outcomes. This has been a valuable first step in building the evidence base on how the Customer can support in-work progression. However, once the full roll out of UC is complete, the size and composition of this Light Touch group shall be markedly different.
- 1.7 Through this research, the Supplier shall enable the Customer to understand the likely composition and characteristics of the Light Touch group by 2023. This shall guide the subsequent design and testing of the Customer’s in-work services.
- 1.8 **The target group – Light Touch conditionality**
 - 1.8.1 The Customer’s in-work services shall be primarily targeted on those claimants falling within the Light Touch conditionality regime. These individuals or households shall have earnings falling between the Administrative Earnings Threshold (AET) and the Conditionality Earnings Threshold (CET).
 - 1.8.2 The Customer’s recent In-Work Progression RCT involved around 30,000 claimants, who constituted the bulk of the Light Touch caseload between April 2015 and March 2017. The process of managed migration is, however, set to increase the size of the Light Touch group substantially. The Customer’s modelling estimates that this group shall grow to over 1 million by 2023.

1.9 In-work progression – existing evidence

- 1.9.1 For the purposes of this research the Customer is defining progression as *‘raising, in a sustainable way, an individual’s labour market earnings’*. While earnings progression may be the ultimate goal, the Customer recognises that this ‘vertical’ progression may be preceded by a range of important intermediate outcomes, sometimes termed ‘horizontal’ progression (eg, developing skills, experience and attitudes that may not come with an immediate increase in pay, but are likely prerequisites of progression in the longer term).
- 1.9.2 Academic and policy research into labour market outcomes and trajectories suggest that the following individual, household, and employer/local labour market factors may influence the rate and sustainability of progression:

| Individual | Household | Employer/ labour market |
|---|--|--|
| <ul style="list-style-type: none"> • Work experience, labour market history, working patterns^{i,ii,iii} • Qualifications, skills, literacy^{iv,v,vi,vii,viii} • Motivation, confidence or self-esteem^{ix,x,xi,xii,xiii,xiv,xv} • Physical and/or mental health^{xvi,xvii,xviii,xix} • Knowledge of progression, opportunities and requirements^{xx,xxi,xxii,xxiii} | <ul style="list-style-type: none"> • Caring responsibilities^{xxiv,xxv,xxvi,xxvii,xxviii,xxix,xxx,xxxi,xxxii,xxxiii} • Housing arrangements^{xxxiv,xxxv,xxxvi} • Household working/ financial circumstances^{xxxvii,xxxviii,xxxix,xl} | <ul style="list-style-type: none"> • Opportunities for (vertical/ horizontal) progression at current employer^{xli,xlii,xliii,xliv} • Opportunities for progression in current sector^{xlv,xlvi} • Opportunities for progression in local labour market^{xlvii} • Employer perceptions of certain groups^{xlviii,xlix,l} |

- 1.9.3 Evidence is limited on what works in supporting low income individuals and households to progress. Much of the available evidence comes from a small number of evaluations of UK and US programmes, with few reaching a high [standard of evidence](#). Relevant evaluations include: [UK Employment Retention and Advancement](#) (ERA) demonstration; [GOALS UK's Step Up and Timewise Foundation's Earnings Progression](#) evaluation; and from the US [WorkAdvance](#) programme.
- 1.9.4 The Customer’s recent In-Work Progression RCT ran between 2015 and 2018, with the [evaluation findings](#) published in September 2018. The RCT compared earnings and intermediate outcomes across three treatment groups – the first, receiving support from the Customer’s Work Coaches through fortnightly meetings (Frequent Support); the second, receiving eight-weekly support meetings (Moderate Support); the third, receiving two ‘light touch’ telephone calls (Minimal Support). The evaluation detected a small, statistically significant impact on earnings for the two more intensive interventions.

2. definitions

| Expression or Acronym | Definition |
|-----------------------|---|
| the Customer | means Department for Work and Pensions |
| UC | means Universal Credit |
| CTC | means Child Tax Credit |
| WTC | means Working Tax Credit |
| HB | means Housing Benefit |
| AET | means Administrative Earnings Threshold |
| CET | means Conditionality Earnings Threshold |
| JCP | means Jobcentre Plus |
| Light Touch | is the conditionality regime in UC within which claimants shall receive support to address barriers to progression and take steps to increasing their earnings. |

3. Scope of requirement

3.1 The Supplier shall undertake a quantitative survey and qualitative research on current tax credit and Housing Benefit claimants:

3.1.1 The following items are in scope for this research:

3.1.1.1 Quantitative survey, including questionnaire design, data collection, and analysis of survey data

3.1.1.2 Qualitative interviews and focus groups, including topic guide design, data collection, and analysis of qualitative data

3.1.1.3 Research report, setting out findings from quantitative and qualitative analysis, including subgroup analysis where sample sizes allow.

3.1.2 The following items are out of scope for this research:

3.1.2.1 Sampling list – The Customer shall provide a named sample (although the Supplier shall provide input to finalise the sampling frame and number of interviews required)

3.1.2.2 Analysis of, and linking to, administrative datasets – this shall be conducted by the Customer's analysts.

4. The Requirement

4.1 Through this research, the Supplier shall identify to the Customer the likely composition and characteristics of the Light Touch conditionality group once UC is fully rolled out, in terms of key demographics, barriers to progression, and support needs and preferences. This information shall provide the evidence base for the subsequent development and targeting of the Customer's in-work services.

4.2 The Customer proposes that the fieldwork for this research is conducted between March and June 2019. All outputs shall be provided to the Customer by the Supplier no later than 1st October 2019.

4.3 For the research, the Supplier shall follow the key research questions which are structured around the [COM-B framework](#) – a model of behaviour change, developed by academics in health psychology/economics. Under this framework the factors influencing behaviour are categorised under three broad themes: capability; opportunity; motivation. This framework has been used to ensure that this research can directly feed into intervention design that supports individuals to address barriers to progression.

4.4 Through this research, the Supplier shall answer the following key research questions:

| | | | |
|---|---|---|---|
| Context: work & earnings history | 1 | What is the current employment situation of this group? | |
| | 2 | What are the employment, earnings & benefit histories of this group? | |
| | 3 | What are the levels of debt and financial well-being among this group? | |
| COM-B (Barriers to progression) | Capability | 4 | What qualifications and work-related skills do they hold? |
| | | 5 | Do they have any health conditions that could limit increasing hours or changing roles? |
| | | 6 | Have any challenging life events (eg, care leavers; interaction with criminal justice system; bereavement) affected their ability to progress? |
| | | 7 | What is their knowledge of progression opportunities at current employer/ in sector/ in local labour market? |
| | | 8 | How confident/skilled are they at exploring progression opportunities with current employer/ local labour market? |
| | | 9 | How confident and experienced are they at changing jobs (eg, in job search and interview technique)? |
| | | 10 | What are their attitudes to work, career, and progression ? |
| | Motivation | 11 | How satisfied are they with their current working pattern/ income (including benefit receipt) are they? |
| | | 12 | What aspirations/concerns do they have around changing roles or moving employers? |
| | | 13 | What are their wider family and life goals ? |
| | Opportunity | 14 | What opportunities are there to progress at current employer/ sector/ local labour market? |
| | | 15 | What opportunities are there around taking on internal/ external training courses? |
| | | 16 | What caring responsibilities do they have, and how does this impact working hours and location? |
| | | 17 | What is the strength of their work and social support networks ? |
| | | 18 | How does access to transport impact on progression opportunities? |
| | | 19 | How does the affordability and availability of housing impact on progression outcomes? |
| | Support: needs & preferences | 20 | What support do they need/want to overcome barriers to progression? |
| 21 | | How aware are they of Universal Credit , and what are their perceptions and expectations around moving onto UC? | |
| 22 | | How aware are they of in-work conditionality and support under UC? | |
| 23 | | How are they likely to respond to conditionality/ requirements around progression (and shall this affect take up of UC)? | |
| 24 | | What are their experiences and perceptions of Jobcentre Plus ? | |
| 25 | | What is their level of digital skills/ access ? | |

4.5 The Supplier shall provide input to the Customer to further develop and refine this question set, to best address the range of barriers to progression and support needs experienced by the Customer's target group.

4.6 Proposed methodology

- 4.6.1 In order to understand the likely characteristics and composition of the Light Touch conditionality group in 2023, the Supplier shall conduct a quantitative survey of current tax credit and Housing Benefit claimants, supplemented by qualitative research.
- 4.6.2 To allow for statistically robust inferences to be drawn from the survey data, the Customer proposes a large, random sample, stratified by the main household types set to form Light Touch in 2023 (see paragraph 10.2 for projected caseloads by household type). The expected sample shall be of sufficient size to enable effective sub-group analysis and segmentation by key demographics and barriers to progression (see paragraph 6.6.9). The Customer suggests an achieved sample size of 5,000, and the Suppliers costings shall be based on this sample size. The Supplier may also suggest alternative sample sizes and costings, if accompanied with a strong rationale for doing so.
- 4.6.3 The sample for the survey shall be drawn by the Customer from internal and HMRC datasets of Housing Benefit and tax credit claimants, and filtered by income level to select only those households falling within the AET/CET bands (approximating eligibility for the Light Touch group). The sample shall then be sent securely to the Supplier by the Customer.
- 4.6.4 The Customer proposes that the research questions specified could be best addressed through either telephone interviews of between 20-30 minutes or through an online survey. The Supplier shall make clear how they intend to conduct the quantitative survey, weighing up the advantages and disadvantages (including costs, response rates and any other relevant factors) of telephone, online, or a combination of approaches.
- 4.6.5 The Supplier shall develop the survey questionnaire in collaboration with the Customer. The questionnaire shall cover basic demographic and household characteristics and shall comprehensively address the research questions set out in paragraph 6.4.
- 4.6.6 Alongside the survey, the Supplier shall conduct a programme of qualitative research to provide greater detail on how personal and household circumstances inhibit and enable progression; and to explore claimants own preferences for in-work support services. This research shall support service design around claimants views and, therefore, questions related to “Support: needs & preferences” set out in paragraph 6.4 shall be of key importance.
- 4.6.7 The Supplier shall draw the qualitative sample from survey respondents who give consent to being contacted for follow up research. The Customer seeks input from the Supplier on the precise methodology and intended sample size for this qualitative strand. The Supplier shall consider a variety of qualitative methods, such as interviews, focus groups, and other approaches. Any approach should complement the sampling strategy taken for the quantitative survey, including covering the main household groups identified in paragraph 10.2 (Table 1). The Supplier shall also consider how the sampling approach taken in the qualitative research can be responsive to emerging findings from the quantitative survey, including reaching potentially under-represented groups. The Customer shall be particularly interested in qualitative approaches that explore the household context and its influence on individual decisions around work and career.
- 4.6.8 The exploration of household dynamics and decision making shall be a key element of this research as: a) conditionality in UC is based on both personal circumstances and household income and b) the wider evidence base suggests that household factors can be key barrier to/enabler of progression (see paragraph 3.9.2). The Supplier shall set out a clear approach to understanding the household context through both the quantitative and qualitative research. The Supplier shall explore the feasibility of including both partners in couples in the quantitative and/or the qualitative research,

although the Supplier should also consider how this might impact sample sizes and response rates.

- 4.6.9 The Customer intends for this analysis to directly feed into the targeting of services and interventions at specific groups on the basis of needs and personal/household circumstances. The Supplier shall provide an outline analysis strategy that includes a segmentation of respondents on the basis of barriers to progression and any other relevant factors.
- 4.6.10 The Supplier shall apply its specialist expertise to enhance this outline methodology, and propose alternatives where it has a clear rationale. The Customer welcomes innovative ideas to address and present the research questions in paragraph 6.4. Emphasis shall be placed on options that fulfil the requirements set out above, are methodologically robust, and are realistic and deliver value for money in the Contract timeframe.

4.7 Research outputs

- 4.7.1 The Supplier shall provide the following core outputs over the course of this project:
 - 4.7.1.1 Documentation of agreed research tools, including survey questionnaire, and interview/focus group topic guides
 - 4.7.1.2 An analysis and segmentation strategy document
 - 4.7.1.3 Two slide decks of: a) initial/emerging findings; b) full analysis findings. The Supplier shall present these to the Customer.
 - 4.7.1.4 A research report, including executive summary, methodology, findings from survey and qualitative research, segmentation analysis, and conclusion.

4.8 Ethical and legal issues

- 4.8.1 The Supplier shall ensure that the research it supports is carried out to high ethical standards. This includes adhering to the principles laid out in Government Social Research [Ethical Assurance Guidance](#).
- 4.8.2 The Supplier shall obtain participants informed consent to take part in the research. The approach to obtaining informed consent from prospective research participants shall be agreed between the Supplier and the Customer before the commencement of fieldwork. The Supplier shall send the final informed consent statement used to the Customer for approval before the fieldwork begins.
- 4.8.3 The Customer intends to link data from the survey to wider administrative datasets, for further analysis by the Customer's analysts. The Supplier shall provide the full survey dataset to the Customer to facilitate any data linking and secondary analysis. The Supplier shall set out their approach to making this data transfer, including ensuring compliance with General Data Protection Regulation (GDPR, see section 11 below for further detail).

4.9 Risk management

- 4.9.1 The Supplier shall outline potential risks and mitigating arrangements for carrying out this research in their proposal.
- 4.9.2 A risk shall be defined as any factor that may delay, disrupt or prevent the full achievement of a project objective. The Supplier shall provide a report to the Customer which shall include an assessment of each risk, together with a rating of the risks

likelihood and its impact on a project objective. The risk assessment should also identify appropriate actions that shall reduce or eliminate each risk or its impact.

5. Key milestones

- 5.1 The Supplier shall be aware of the following project milestones the Customer shall measure the progress of delivery against.
- 5.2 Timeframes given in the table below are approximate, and subject to revision at the point of project inception. The Supplier shall expand upon these milestones and suggest detailed timings for the key stages in their recommended timetable for the programme of research. Time for stakeholder feedback on research instruments and analytical outputs (slides, reports) should be built into this timetable.

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6. Customer's responsibilities

- 6.1 The Customer shall act as a final approver for all research instruments, and ensure that any sign-offs and/or approvals shall be timely.
- 6.2 The Customer shall ensure that all sample frames are delivered ahead of fieldwork (to timings agreed by the Customer and the Supplier).
- 6.3 The Customer shall publish analysis based on the research as an ad hoc research report in accordance with Government Social Research commissioned research protocols. This report shall be published in 2019.

7. Reporting

- 7.1 The Supplier shall give regular updates on progress through weekly progress review meetings by teleconference. The Supplier shall provide more detailed updates at key points in the Contract as outlined in the milestones. This shall include attending project steering group meetings either in person or by teleconference.
- 7.2 The Supplier shall present the full analysis of this research in a final research report, which shall be published by the Customer. This report shall include headline findings from both quantitative and qualitative research, subgroup analysis, and segmentation.

8. Volumes

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9. Continuous improvement

- 9.1 The Supplier shall continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 The Supplier shall present new ways of working to the Customer during Contract review meetings.
- 9.3 Changes to the way in which the Services are to be delivered shall be brought to the Customer's attention and agreed prior to any changes being implemented.

10. Quality

- 10.1 The Supplier shall adhere to Social and Market Research and Data Protection standards.
- 10.2 The Supplier shall have sound processes for quality assurance in place. The Supplier shall outline their internal procedures for assurance and quality control in reference to all aspects of the programme of research, including:
 - 10.2.1 Procedures for working closely with the Customer;
 - 10.2.2 Procedures for quality assuring methodological design proposals, sampling methods and outputs, research instruments, questionnaire scripting;

- 10.2.3 Interview quality control procedures, including details of interviewer training and briefing, how response rates are maximised, how accessibility is ensured for H&D respondents and how interviewer and respondent error is managed;
- 10.2.4 Procedures for data processing and coding of survey data;
- 10.2.5 Procedures for qualitative and quantitative analysis and reporting;
- 10.2.6 The approach to report writing, ensuring deliverables meet key objectives;
- 10.2.7 Procedures for handling complaints from potential and actual respondents.

11. DATA SECURITY, PROTECTION AND DESTRUCTION

- 11.1 All data security processes must be compliant with the General Data Protection Regulation (GDPR).
- 11.2 The Supplier shall complete a Generic Security Assurance Document to provide assurances that data security procedures meet the Customer's standards upon award.
- 11.3 All transfers of personal data to and from the Customer must meet the Customer's security standards as agreed in the Generic Security Assurance Document.
 - 11.3.1 A copy of the Generic Security Assurance Document shall be provided as a separate document titled, Part 3 - Generic Security Assurance Document.
- 11.4 Any transfers of data to and from the Supplier and a subcontractor (for example, a subcontracted transcription services provider) shall meet the Customer's security standards, using PGP encryption software or equivalent.
- 11.5 Data must be processed in the United Kingdom.
- 11.6 The Supplier shall destroy personal data (e.g. sample files) relating to the project within one month of data collection completion, and provide a data destruction certificate to the Customer as confirmation.
- 11.7 The Supplier shall destroy all other data relating to this project (including interview recordings) at the end of the project or when instructed to do so by the Customer's project manager, and provide a data destruction certificate to Customer as confirmation.

12. STAFF AND CUSTOMER SERVICE

- 12.1 The Supplier shall ensure a sufficient level of resource throughout the duration of the Future Cohort In-Work Progression study in order to consistently deliver a quality service to all parties.
- 12.2 Supplier's staff assigned to the Future Cohort In-Work Progression study shall have the relevant qualifications and experience to deliver the Contract.
- 12.3 The Supplier shall ensure that staff understand the Customer's vision and objectives and shall provide excellent customer service throughout the duration of the Contract.
- 12.4 The Supplier shall detail appropriate succession planning/cover plans for any personnel changes during the programme, which are to be approved by the Customer.

13. Service levels and performance

- 13.1 The Customer shall measure the quality of the Supplier's delivery by the following Service Level Agreement:

| SLA | Service Area | SLA description |
|-----|------------------------|--|
| 1 | Research Design | The Supplier shall deliver signed-off qualitative and quantitative research instruments, and fieldwork timeline to agreed deadlines |
| 2 | Quantitative fieldwork | The Supplier shall achieve the target number of interviews delivered to agreed deadlines. The Supplier shall take all reasonable steps to: <ul style="list-style-type: none"> • Ensure that the required number of interviews (at an overall level and for agreed subgroups) is achieved. • Maximise response as outlined in the proposal below, and review with the Customer as appropriate throughout the fieldwork |
| 3 | Qualitative fieldwork | The Supplier shall achieve the target number of interviews/ focus groups, with agreed sample, achieved by agreed deadlines. The provider should take all reasonable steps to ensure that the required number of qualitative interviews / focus group (at an overall level and for agreed subgroups) is achieved. |
| 4 | Analysis reporting & | The Supplier shall deliver the signed-off final report. Analytical outputs should include: <ul style="list-style-type: none"> • A segmentation of quantitative survey sample on the basis of barriers to progression • Slide packs from interim presentations on emerging/ headline findings |

13.2 Any mechanisms for remedies used to manage poor supplier performance shall be in alignment with the Terms and Conditions. Poor Performance shall be defined as failure to meet the service levels outlined above.

13.3 Any exit strategy to be applied where poor Supplier performance requires early termination of the Contract shall be in alignment with the Terms and Conditions.

14. Intellectual property rights (ipr)

14.1 The resulting outputs shall be the intellectual property of the Customer. The analysis, and the interim and final reports, shall be the property of the Customer. The Supplier shall not disclose the report (either in part or in full) to any third parties prior to publication by the Customer, unless the Customer gives expressed written consent to do so.

15. Payment

15.1 Payment shall be made in milestones dependent upon key stages being completed.

15.2 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

15.3 Before payment can be considered, each invoice shall include a detailed elemental breakdown of work completed and the associated costs.

15.4 All invoices shall include the appropriate purchase order number and shall be sent to the following address:

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16. Additional information

16.1 Project management

16.1.1 The Customer's Project Manager for the research is REDACTED

17. Location

- 17.1 The majority of services shall be carried out at the Supplier(s') premises.
- 17.2 Occasional travel to the Customer's offices shall be required. The Labour Market Analysis team is located at Caxton House, Tothill Street, London, SW1H 9NA, and Kings Court, 80 Hanover Way, Sheffield, S3 7UF.
- 17.3 Focus groups and qualitative interviews may be carried out in other locations across the United Kingdom.

ANNEX B

Supplier Proposal (Dated 16th November 2018)

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