



## REQUEST FOR TENDERS

RFT: 2021/019  
File: AP\_3/1/13  
Date: 17 February, 2021  
To: Interested Consultants  
From: Vanda Faasoa Chan-Ting, NDC Hub Technical Adviser

**Subject: Request for Tenders: Development of a Cross-Sectoral Implementation Framework for the Republic of Marshall Islands' (RMI) 2050 Climate Strategy**

### 1. Background

- 1.1. The Secretariat of the Pacific Regional Environment Programme (SPREP) is an intergovernmental organisation charged with promoting cooperation among Pacific islands countries and territories to protect and improve their environment and ensure sustainable development.
- 1.2. SPREP approaches the environmental challenges faced by the Pacific guided by four simple Values. These values guide all aspects of our work.
  - We value the Environment
  - We value our People
  - We value high quality and targeted Service Delivery
  - We value Integrity
- 1.3. For more information, see: [www.sprep.org](http://www.sprep.org).

### 2. Specifications: statement of requirement

- 2.1. SPREP is seeking to recruit qualified personnel to develop a cross-sectoral implementation framework for the Republic of Marshall Islands' (RMI) 2050 climate strategy, for a period of 5 months.
- 2.2. The Terms of Reference for the consultancy are set out in Annex 1.

### 3. Conditions: information for applicants

- 3.1. To be considered for this tender, interested consultants must meet the following conditions:
  - i. Must be legally able to work in RMI for the duration of the consultancy (if an overseas consultancy firm, proof of operations should be provided i.e., business license/permit and **MUST** identify a local consultant as part of their proposal);
  - ii. Be available to do the work in the timeframe proposed;
  - iii. Demonstrated value for money. The consultancy has a maximum budget of **USD 40,000**. Proposals for more than the budgeted amount will not be considered.
  - iv. Complete the **tender application form** – *(Please note you are required to complete all areas in full as requested on the form, particularly the Statements to demonstrate you meet the selection criteria – **DO NOT** refer us to your CV or your Technical Proposal. Failure to do this will result in the application **NOT** being considered);*
  - v. Sign the conflict-of-interest form.



# SPREP

Secretariat of the Pacific Regional  
Environment Programme



10th Pacific Islands Conference

## NATURE CONSERVATION AND PROTECTED AREAS

*Nature Conservation Action for a Resilient Pacific*

#### 4. Submission guidelines

- 4.1 Tender documentation should demonstrate that the interested consultant satisfies the conditions stated above and is capable of meeting the specifications and timeframes. Documentation must also include supporting examples to address the evaluation criteria.
- 4.2 Tender documentation should outline the interested consultant's complete proposal including:
  - i. CV to demonstrate that they have the requisite skills and experience to carry out this contract successfully;
  - ii. Provide three references relevant to this tender submission, including the most recent work completed;
  - iii. Examples of relevant experience in relevant areas addressed in the Terms of Reference;
  - iv. A detailed technical proposal/workplan and methodology;
  - v. A Financial Proposal to be priced based on a work plan on where, when, and how the assistance will be provided. The proposal should be for consultancy fees inclusive of all costs, including taxes, facilities, insurance, travel, and associated costs, should be included in the financial proposal. The consultancy has a maximum budget of **USD 40,000**. Proposals for more than the budgeted amount will not be considered.
- 4.3 Tender submission must be in United States Dollars (USD)
- 4.4 Complete the **tender application form** – *(Please note you are required to complete all areas in full as requested on the form, particularly the Statements to demonstrate you meet the selection criteria – **DO NOT** refer us to your CV or your Technical Proposal. Failure to do this will result in the application **NOT** being considered) and sign the conflict of interest form.*
- 4.5 Subcontracting of tasks under the contract is permitted but the consultant will retain full liability towards SPREP for performance tasks of the contract as a whole.
- 4.6 Tenderers/Bidders must insist on an acknowledgement of receipt of tenders/proposals/bids

#### 5. Tender Clarification

- 5.1. Any clarification questions from applicants must be submitted by email to [procurement@sprep.org](mailto:procurement@sprep.org) before 03 March 2021. A summary of all questions received with an associated response will be posted on the SPREP website [www.sprep.org/tender](http://www.sprep.org/tender) by 05 March 2021.

#### 6. Evaluation criteria

- 6.1. SPREP will select a preferred supplier on the basis of SPREP's evaluation of the extent to which the documentation demonstrates that the tenderer offers the best value for money, and that the tenderer satisfies the following criteria:

At least one team member/consultant to have:

- i. Minimum qualification of a Masters degree (or Bachelors with minimum 10 years of experience) in the fields of Social, Environmental or Development Science, Climate Change, Environmental Management, or any other related field; at least 10 years of professional experience in the climate change and sustainable development sector; minimum of 7 years



# SPREP

Secretariat of the Pacific Regional  
Environment Programme



10th Pacific Islands Conference

## NATURE CONSERVATION AND PROTECTED AREAS

*Nature Conservation Action for a Resilient Pacific*

of experience in addressing climate change issues and related plans and policies in RMI; strong analytical and writing skills and ability to establish links between various strategies and plans, identify key issues and opportunities; minimum of 5 years' experience in Monitoring & Evaluation (M&E) including demonstrated experience in designing and management of M&E systems ideally in areas of environment or sustainable development; minimum of 5 years' leadership / management experience as project team leader or manager in a company; minimum of 5 years of experience in projects in the Pacific region, of which 2 years was for projects in RMI or another Micronesian country; good understanding of UNFCCC and Paris Agreement reporting instruments, requirements and guidelines, especially pertaining to NDC reporting for SIDS / Pacific countries; good understanding of environmental and climate change related issues in RMI or other similar Pacific countries (15%)

- ii. Demonstrated Experience in leading the preparation of national planning documents and long-term strategies which dealt with Climate Change, Environment and Sustainable Development. At least 2 (two) national strategies; technical expertise and regional experience working with projects in the areas of climate change, environment, and sustainable development in RMI or other similar Micronesian countries (at least two (2) projects); familiarity, knowledge & experience with UNFCCC and Paris Agreement reporting instruments, especially pertaining to NDC reporting (at least 1 (one) submitted report (to government) for UNFCCC; expertise in successfully engaging key government ministries and other relevant stakeholders as well as applying gender principles and considering the role of women in certain implementational activities in climate change, environment, and sustainable development sectors (at least 1 (one) project report) (30%)
- iii. Detailed technical proposal/workplan and methodology (45%)
- iv. Detailed financial proposal (10%)

### 7. Deadline

- 7.1. **The due date for submission of the tender is: 17 March 2021, midnight (Apia, Samoa local time).**
- 7.2. Late submissions will be returned unopened to the sender.
- 7.3. Please send all tenders clearly marked '**RFT 2021/019: Cross-Sectoral Implementation Framework for the 2050 Climate Strategy of the Republic of Marshall Islands (RMI)**' to one of the following methods:

Mail: SPREP

Attention: Procurement Officer

PO Box 240

Apia, SAMOA

Email: [tenders@sprep.org](mailto:tenders@sprep.org) (MOST PREFERRED OPTION)

Fax: 685 20231

Person: Submit by hand in the tender's box at SPREP reception,  
Vailima, Samoa.

SPREP reserves the right to reject any or all tenders and the lowest or any tender will not necessarily be accepted.

**For any complaints regarding the Secretariat's tenders please refer to the Complaints section on the SPREP website <http://www.sprep.org/accountability/complaints>**



## Annex 1: Terms of Reference

### Development of a Cross-Sectoral Implementation Framework for the Republic of Marshall Islands' (RMI) 2050 Climate Strategy

#### Assignment Information

<b>Assignment Title:</b>	Development of a Cross-Sectoral Implementation Framework for RMI 2050 Climate Strategy
<b>Project:</b>	NDC Hub (GIZ)
<b>Post Level:</b>	International Consultant
<b>Contract Type:</b>	Individual Contractor or Consultancy Firm
<b>Duty Station:</b>	RMI-based (or overseas)
<b>Expected Place of Travel:</b>	NA
<b>Contract Duration:</b>	5 months

#### Project Description:

The Regional Pacific NDC Hub (NDC Hub) was launched in 2017 and officially established in 2018, as an initiative emerging from Pacific Island Leaders at the Climate Action Pacific Partnership (CAPP) in 2017 and Fiji's Presidency of COP23. The Hub, in partnership with the Secretariat of the Pacific Regional Environment Programme (SPREP) and other ONE CROP+ agencies, aims to provide a regional coordinated mechanism to support countries in meeting their climate related commitments under the Paris Agreement as part of their Nationally Determined Contributions (NDCs). Assistance can be provided and tailor-made to suit NDC Hub members so they can produce relevant national policies and measures that action those commitments. In taking a demand-driven approach, the NDC Hub receives requests from Pacific Island Countries and Territories (PICTs) outlining their specific needs for support in the NDC Process and implementation so the proper technical expertise can be provided accordingly.

The Republic of Marshall Islands' (RMI) NDC Partnership Plan<sup>1</sup> was formally launched by RMI Government at the COP23 in Katowice. In May 2019, the Cabinet approved the RMI Structure for Integration and Coordination of Climate and Resilience Activity. This mechanism comprises of three Working Groups (WG): Adaptation; Mitigation; and RMI NDC Partnership (RMI-NDCP). The RMI NDPC WG provides integrated support services on cross-cutting areas such as gender and human rights, climate finance management, capacity development and global leadership on both adaptation and mitigation work. This coordination mechanism is currently progressing on the ground to ensure that it connects all sectors across RMI society for a holistic and coordinated response to climate change (CC). The Partnership Plan is the tool utilised through the NDPC Working Group as its plan to implement activities while strategically supporting the cross-cutting input to the two Working Groups. It is hoped that

<sup>1</sup> [NDC Partnership](#): The Partnership Plan is a tool to match demand and supply of needs. The ultimate aim of this results-based work plan is to reduce fragmentation of services and provide greater leveraging of resources.



through this strengthened collaboration, WG members would also strengthen their capacity to provide that integrated support while tracking implementation of the cross-cutting areas and mobilise more resources. This consultancy support will support the development of an implementation framework to be in place to strategically guide the working groups to carry out its mandate.

The objective is to develop a cross sectoral implementation framework which will include M&E section. This framework will link the work of the RMI NDCP WG to RMI NDCP Plan, Electricity Roadmap, RMI NAP (currently in development) aligning to the overall objectives and recommendations of the RMI 2050 Climate Strategy. The implementation framework aims to create a realistic and clear roadmap, including a capacity development plan for effective cross-cutting support that will be key to strengthened capacity of the RMI NDCP WG members and lead agencies to successfully implement, track and report on this important work.

The Framework will articulate capacity/skills gaps and opportunities from RMI NDCP WG members. This would enable a plan to strengthen capacity while confirming strengths from WG members to provide integrated/cross-cutting support to Adaptation and Mitigation WG respectively as the key mandate of the WG under the National Climate Coordination structure. This would then help to strategically frame the establishment of a capacity development plan to capture key existing capacity constraints and propose ways to address these capacity issues; aligning to Outcome 4 of the RMI NDCP Plan on “Strengthened capacity of citizens, public and private sectors to contribute to NDC Implementation”. All these activities strategically correspond to key recommendations of the RMI 2050 Climate Strategy. The need to strategically organise capacity development in adaptation and mitigation activities across RMI society to be led by the NDCP WG will start from this work as well.

Taking into account the impacts of COVID-19, there is a need to explore the possibilities of blended consultation/validation workshops i.e. by emails, virtually and face-to-face.

### **Scope of Work:**

The contractor is responsible for providing the following services:

1. Work closely with WG chairs and relevant officials to review various sets of outcomes, outputs and activities across key climate change documents (NDC, 2050 Strategy, NDCP Plan, Electricity Roadmap, NAP, CC Section of National Strategic Plan, Other CC & Environment Documents) and bring these together as an aligned framework (Climate Change & Resiliency Sector Implementation Framework), showing clarity and complementarity, underpinned by measurable and manageable indicators (more below). Work with the WG chairs and relevant agencies and stakeholders on finalising and validating the framework.
2. Work closely with WG Chairs and relevant officials to review various sets of (draft) indicators (NDCP Plan, NAP Log-frame, Electricity Roadmap, and other as provided by government) and work with relevant government focal points to consolidate an overarching set of indicators for the climate change sector as a whole, for use in tracking progress on achievement of NDC and 2050 Climate Strategy goals and targets, under the Climate Change & Resiliency Sector Implementation Framework.
3. Work closely with WG Chairs and members including other relevant agencies and stakeholders on mitigation, adaptation and crosscutting issues to finalise and validate the



- overarching set of indicators and their respective targets, to form the basis of the overarching CC sector M&E System. Work through the coordination from the NDCP Working Group working closely with both Adaptation and Mitigation Working Groups Chair on monitoring utilising this one framework and reporting to Tile Til Eo Oversight Committee.
4. Organise a blended consultation workshop (i.e. by emails, virtually and face-to-face) with all key government stakeholders on the Climate Change and Resiliency Implementation Framework and M&E System to receive inputs and feedback on the framework, indicators, and M&E system (incl. implementation and reporting roles and responsibilities).
  5. Organise a blended validation workshop (i.e. by emails, virtually and face-to-face) with all key government stakeholders on the Climate Change and Resiliency Implementation Framework and M&E System to deliver on the government validation of these, and to also present the proposed capacity development strategy for validation.
  6. As part of the Climate Change & Resiliency Sector Implementation Framework, work with the mitigation, adaptation and NDC WG chairs on a clear delivery model for the implementation of cross-cutting activities in particular, including identification of priority activities for the year (and a consultative system for yearly priority activity setting, based on needs from mitigation/adaptation WGs), responsibilities, timelines, potential funding gaps, key partners, etc.
  7. Work closely with potential support mobilised through the Partnership Plan to develop long term financing strategy for both adaptation and mitigation priorities.
  8. Stock takes of current capacity and key gaps and opportunities for the CC & Resiliency Implementation Framework and M&E System, both regarding implementation capacities / gaps and progress tracking capacities / gaps. This should include clear consideration of providing support to and generating progress reports on activities that have impact on atoll and village communities (not only national level but ensuring that the work and the progress tracking reaches the local level, in particular harder to reach communities such as the outer islands).
  9. Based on the outcomes of the assessment and identification of critical gaps and capacity needs and in direct consultation with the WG chairs and members, develop a strategy for capacity development of all ministries and agencies involved in the TTEC WGs, including by leveraging strengths and capacities from across government.
  10. As part of the capacity development strategy, develop a yearly schedule of trainings related to the NDC implementation framework and M&E and respective training leads (e.g., from different expert ministries, or partners with relevant expertise), including a model (and designated responsibilities) for updating the training schedule on a regular basis, yearly and possibly in the interim, ensuring that key needs and gaps are addressed and that newly surfaced needs can be incorporated along the way.
  11. Present the draft capacity development strategy for validation during the workshop.
  12. To promote knowledge exchange on NDC implementation and enhancement in the Pacific, the consultant(s) should submit an information brief outlining the process of the consultancy and lessons learnt. Similarly, the consultant(s) should regularly update the NDC



Hub on key milestones and activities undertaken during the assignment, including pictures to be used as part of the NDC Hub's social media and communications.

Period of assignment: **From 01 April 2021 until 31 August 2021.**

The number of expert days envisaged for this assignment is up to 60 working days over 5 months. The number of expert days currently allocated for each output may be distributed between the outputs once the consultant begins to match the realistic time requirements for each task, subject to approval by all parties, but will not be exceeding 60 expert days.

### **Expected Outcomes and Deliverables:**

Based on the scope of works outlined above, the consultant will deliver the following outputs:

#### **Output 1: Inception Report**

The inception report should include the desktop review of all relevant existing documentation, reports, policies & regulations, strategies and plans and RMI's 2050 Climate Strategy. It should also include the existing coordination structure to inform the development of the Implementation Framework (IF) as well as Capacity Development Plans (CDP). The consultant(s) should also provide a list of key stakeholders identified for further detailed interviews to guide the development of the Implementation Framework for the 2050 RMI Climate Strategy. Additionally, a workplan of activities, including consultations with all key stakeholders, as well as a timeline for the duration of the contract should be included.

#### **Output 2: Stakeholder Consultation Report**

The consultant(s) shall work with and consult the Ministry of Environment, RMI NDC In-Country Facilitator and Director of Climate Change Directorate. There should also be additional consultations with the three working groups, RMI NDC Partnership WG, Mitigation WG & Adaptation WG plus all the other key stakeholders identified so that all the information and data required is obtained. If it is easier to collect this information via participatory workshops, then the consultant(s) should work with the RMI NDC In-Country Facilitator and the Director of Climate Change Directorate on this.

Based on the information collected from the key stakeholders as well as the review of all existing documentation, reports, policies & regulations, strategies, plans and RMI's 2050 Climate Strategy, the consultant(s) should draft a cross-sectoral Implementation Framework for the 2050 Climate Strategy.

#### **Output 3: Draft of the Cross-Sectoral Implementation Framework for the 2050 Climate Strategy**

The consultant(s) is to finalise and submit the first draft of the Cross-Sectoral Implementation Framework for the 2050 Climate Strategy to the RMI NDC In-Country Facilitator and Director of Climate Change Directorate.

The consultant(s) is also expected to organise an "analysis workshop" for all the government officials and key stakeholders to present this draft via a PowerPoint presentation (virtually if based overseas). Additionally, the consultant(s) is to review the first draft and incorporate all the comments and suggestions from the workshop into the Draft IF.

The consultant(s) should start developing a Capacity Development Plan (CDP) for climate action and sustainable development.

#### **Output 4: Cross-Sectoral Implementation Framework for RMI's 2050 Climate Strategy**



Upon completion of the draft review and incorporation of comments and suggestions from the government officials and key stakeholders, the consultant(s) is to submit the second draft of the Cross-Sectoral Implementation Framework for RMI's 2050 Climate Strategy.

The consultant(s) is then to facilitate a stakeholder validation workshop for both the (i) Implementation Framework & (ii) Capacity Development Plan.

Finalise all amendments and submit the final Cross-Sectoral Implementation Framework for RMI's 2050 Climate Strategy with Key Performance Indicators (KPIs) along with Monitoring & Evaluation (M&E) to the RMI NDC In-Country Facilitator and Director of Climate Change Directorate. The consultant(s) is also expected to have completed and finalised the Capacity Development Plan.

### **Output 5: Implementation Framework and Capacity Development Plan for RMI**

The consultant(s) shall submit the final report and assist in the official launch of the

- (i) Cross-Sectoral Implementation Framework for RMI's 2050 Climate Strategy and
- (ii) Capacity Development Plan.

### **Institutional Arrangement:**

The consultant(s) will be under the supervision of SPREP's Climate Change Resilience Programme (Pacific NDC Hub) and will work closely with the Ministry of Environment, specifically the RMI NDC In-Country Facilitator, Director of Climate Change Directorate and the RMI Director of the National Energy Office.

Reports and documentation will be shared with CCR Director, Pacific Climate Change Centre (PCCC) Manager, all Advisers, and the Director of the National Energy Office under the RMI Ministry of Environment.

### **Duty Station:**

RMI-based or overseas.

### **Deliverables/Timeline:**

All deliverables must be completed within the number of days (60) set out in the table below within five months from the effective date (signing) of the contract.

No.	Deliverables	Estimated Duration to Complete (days)	Review and Approvals Required
1	a. Inception Report <ul style="list-style-type: none"> <li>• Desk research and Review of existing key documents;</li> <li>• Workplan;</li> <li>• Proposed Strategy.</li> </ul> b. Consultations with WGs & key stakeholders	20	RMI Director of the National Energy Office, Ministry of Environment, CCR-NDC Hub
2	a. Stakeholder Consultation Report b. Draft #1 of the Implementation Framework for RMI 2050 Climate Strategy	10	RMI Director of the National Energy Office, Ministry of Environment, CCR-NDC Hub



3	a. Consultation / Analysis of the IF Draft #1 <ul style="list-style-type: none"> <li>• PowerPoint presentation of IF Draft #1</li> </ul> b. Capacity Development Plan (CDP) for climate action & sustainable development Draft #1	10	RMI Director of the National Energy Office, Ministry of Environment, CCR-NDC Hub
4	a. Draft #2 of the IF b. Validation Workshop c. Finalised IF with KPIs and M&E d. Finalised CDP	10	RMI Director of the National Energy Office, Ministry of Environment, CCR-NDC Hub
5	a. Final Report b. Official Launch of: <ol style="list-style-type: none"> <li>i. Implementation Framework</li> <li>ii. Capacity Development Plan</li> </ol>	10	RMI Director of the National Energy Office, Ministry of Environment, CCR-NDC Hub
<b>Total</b>		<b>60 days (over 5 months)</b>	

**Evaluation criteria & Scoring Method:**

A proposal will be rejected if it fails to achieve 70% or more in the technical criteria and its accompanying financial proposal shall not be evaluated.

**i. Technical Score – 90%**

Detailed technical evaluation criteria and possible scores for each are as follows:

Major Criteria	Details & sub-criteria	Maximum %
CVs & Qualification	At least one team member/consultant to have: <ul style="list-style-type: none"> <li>• Minimum qualification of a Masters degree (or Bachelors with minimum 10 years of experience) in the fields of Social, Environmental or Development Science, Climate Change, Environmental Management, or any other related field;</li> <li>• At least 10 years of professional experience in the climate change and sustainable development sector;</li> <li>• Minimum of 7 years of experience in addressing climate change issues and related plans and policies in RMI;</li> <li>• Strong analytical and writing skills and ability to establish links between various strategies</li> </ul>	15



	<p>and plans, identify key issues and opportunities;</p> <ul style="list-style-type: none"> <li>• Minimum of 5 years' experience in Monitoring &amp; Evaluation (M&amp;E) including demonstrated experience in designing and management of M&amp;E systems ideally in areas of environment or sustainable development;</li> <li>• Minimum of 5 years' leadership / management experience as project team leader or manager in a company;</li> <li>• Minimum of 5 years of experience in projects in the Pacific region, of which 2 years was for projects in RMI or another Micronesian country;</li> <li>• Good understanding of UNFCCC and Paris Agreement reporting instruments, requirements and guidelines, especially pertaining to NDC reporting for SIDS / Pacific countries;</li> <li>• Good understanding of environmental and climate change related issues in RMI or other similar Pacific countries.</li> </ul>	
<p>General expertise in similar assignments</p>	<ul style="list-style-type: none"> <li>• Experience in leading the preparation of national planning documents and long-term strategies which dealt with Climate Change, Environment and Sustainable Development. At least 2 (two) national strategies;</li> <li>• Technical expertise and regional experience working with projects in the areas of climate change, environment, and sustainable development in RMI or other similar Micronesian countries. At least two (2) projects;</li> <li>• Familiarity, knowledge &amp; experience with UNFCCC and Paris Agreement reporting instruments, especially pertaining to NDC reporting. At least 1 (one) submitted report (to government) for UNFCCC;</li> <li>• Expertise in successfully engaging key government ministries and other relevant stakeholders as well as applying gender principles and considering the role of women in certain implementational activities in climate change, environment, and sustainable development sectors. At least 1 (one) project report.</li> </ul>	<p>30</p>
<p>Methodology</p>	<ul style="list-style-type: none"> <li>• General approach – step by step methodology on how they will carry out this assignment;</li> <li>• The consultant(s) is to describe the key</li> </ul>	



	<p>processes for the services for which they are responsible for;</p> <ul style="list-style-type: none"> <li>• Show how the consultant(s) will articulate the collection of data and related information for the Cross-Sectoral Implementation Framework for RMI's 2050 Climate Strategy;</li> <li>• Timeline – a Gantt chart of work activities including the starting date, dates of consultations, presentations, etc;</li> <li>• Clear presentation of potential difficulties in carrying out this assignment to deliver RMI's Cross-Sectoral Implementation Framework for the 2050 Climate Strategy. Possible solutions to overcome perceived obstacles should also be included;</li> <li>• Workplan to include total number of person-days and appropriate allocation of person-days with respect to each task;</li> <li>• CVs of all team members should also be presented.</li> </ul>	<p>45</p>
--	---	-----------

**ii. Financial Score – 10 %**

A detailed budget is to be provided by the bidder(s) for each of the activities to be implemented.

The following formula shall be used to calculate the financial score for ONLY the proposals which score 70% or more in the technical criteria:

$$\text{Financial Score} = 10 \times \frac{\text{Lowest Bid Amount}}{\text{Total Bidding Amount of the Proposal}}$$

**Reporting Relationships:**

The consultant will report primarily to the CCR Director through the Pacific NDC Hub Technical Advisor based at SPREP.

The successful consultant must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct

[https://www.sprep.org/attachments/Publications/Corporate\\_Documents/sprep-organisational-values-code-of-conduct.pdf](https://www.sprep.org/attachments/Publications/Corporate_Documents/sprep-organisational-values-code-of-conduct.pdf)