

REQUEST FOR TENDERS

RFT: 2023/038
File: AP_3/28/8
Date: 5 July, 2023
To: Interested consultants
From: Vitolina Samu / Fred Patison

Subject: Request for tenders (RFT): Technical Assistance to the Republic of Marshall Islands Ministry of Finance and towards accreditation to the Green Climate Fund (GCF)

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 IntegrityFor more information, see: www.sprep.org.
- 1.3. The consultancy is funded by the Government of Republic of Marshall Islands' third Green Climate Fund Readiness project 'Strengthening of the NDA and Direct Access Entities' for which SPREP is the Delivery Partner. The assignment builds upon work from the Marshall Islands' first Readiness project and assessments undertaken in 2019.

2. Specifications: statement of requirement

- 2.1. SPREP wishes to call for tenders from qualified firm or consortium of consultants (Firm) who can offer their services to the Government of RMI Ministry of Finance (MOF) to assess its capacity and gaps and develop a strategy and plan for accreditation with the Green Climate Fund.
- 2.2. The Terms of Reference of the consultancy are set out in Annex A.
- 2.3. The successful Firm 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/sprepororganisational-values-code-of-conduct.pdf. Including SPREP's policy on Child Protection, Environmental Social Safeguards, Fraud Prevention & Whistleblower Protection and Gender and Social Inclusion.
- 2.4. SPREP Standard Contract Terms and Conditions are non-negotiable

3. Conditions: information for applicants

- 3.1. To be considered for this tender, interested Firms must meet the following conditions:

- i. Submit a detailed Curriculum vitae detailing qualification and previous relevant experience for each proposed personnel;
 - ii. Provide three referees relevant to this tender submission, including the most recent work completed;
 - iii. Complete the **tender application form** provided (*Please note you are required to complete in full all areas requested in the Form, particularly the Statements to demonstrate you meet the selection criteria – DO NOT refer us to your CV. Failure to do this will mean your application will **not** be considered*).
Provide examples of past related work outputs
For the Technical and Financial proposals you may attach these separately.
 - iv. Provide a copy of valid business registration/license.
- 3.2 Tenderers must declare any areas that may constitute conflict of interest related to this tender and sign the **conflict of interest form** provided.
- 3.3 **Tenderer is deemed ineligible due to association with exclusion criteria, including** bankruptcy, insolvency or winding up procedures, breach of obligations relating to the payment of taxes or social security contributions, fraudulent or negligent practice, violation of intellectual property rights, under a judgment by the court, grave professional misconduct including misrepresentation, corruption, participation in a criminal organisation, money laundering or terrorist financing, child labour and other trafficking in human beings, deficiency in capability in complying main obligations, creating a shell company, and being a shell company.
- 3.4 Tenderer must sign a declaration of **honour form** together with their application, certifying that they do not fall into any of the exclusion situations cited in 3.3 above and where applicable, that they have taken adequate measures to remedy the situation.

4. Submission guidelines

- 4.1. Tender documentation should demonstrate that the interested Firm satisfies the conditions stated above and in the Terms of Reference 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 be submitted in English and outline the interested Firm's complete proposal:
 - a) **SPREP Tender Application form and conflict of interest form.** (*Please note you are required to complete in full all areas requested in the Form, particularly the Statements to demonstrate you meet the selection criteria – DO NOT refer us to your CV. Failure to do this will mean your application will **not** be considered*).
Provide examples of past related work outputs
For the Technical and Financial proposals you may attach these separately.
 - b) **Honour form**
 - c) **Curriculum Vitae** of the proposed personnel to demonstrate that they have the requisite skills and experience to carry out this contract successfully.
 - d) **Technical Proposal** which contains the details to achieve the tasks outlined in the Terms of Reference.
 - e) **Financial Proposal** – provide a detailed outline of the costs involved in successfully delivering this project submitted in United States Dollars (USD) and inclusive of all associated taxes.
- 4.3. Provide three referees relevant to this tender submission, including the most recent work completed.

- 4.4. Tenderers/bidders shall bear all costs associated with preparing and submitting a proposal, including cost relating to contract award; SPREP will, in no case, be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.
- 4.5. The tenderer/bidder might be requested to provide additional information relating to their submitted proposal, if the Tender Evaluation Committee requests further information for the purposes of tender evaluation. SPREP may shortlist one or more Tenderers and seek further information from them.
- 4.6. The submitted tender proposal must be for the entirety of the Terms of Reference and not divided into portions which a potential tenderer/bidder can provide services for.
- 4.7. The Proposal must remain valid for 90 days from date of submission.
- 4.8. Tenderers must insist on an acknowledgement of receipt of tender.

5. Tender Clarification

- 5.1. a. Any clarification questions from applicants must be submitted by email to procurement@sprep.org before 18 July 2023. A summary of all questions received complete with an associated response posted on the SPREP website www.sprep.org/tender by 20 July 2023.
- b. The only point of contact for all matters relating to the RFT and the RFT process is the SPREP Procurement Officer.
- c. SPREP will determine what, if any, response should be given to a Tenderer question. SPREP will circulate Tenderer questions and SPREP's response to those questions to all other Tenderers using the SPREP Tenders page (<https://www.sprep.org/tenders>) without disclosing the source of the questions or revealing any confidential information of a Tenderer.
- d. Tenderers should identify in their question what, if any, information in the question the Tenderer considers is confidential.
- e. If a Tenderer believes they have found a discrepancy, error, ambiguity, inconsistency or omission in this RFT or any other information given or made available by SPREP, the Tenderer should promptly notify the Procurement Officer setting out the error in sufficient detail so that SPREP may take the corrective action, if any, it considers appropriate.

6. Evaluation criteria

- 6.1. SPREP will select a preferred Firm 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 tender satisfies the following criteria:
- 6.2. 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 – 80%

Criteria	Detail	Weighting
Experience	Post-graduate qualifications in the field of banking and finance, economics, business, accounting, private and public sector, environment and climate change, governance and development.	10
	Demonstrated work experience and knowledge of the Green Climate Fund accreditation requirements and process and technical assistance provided to entities (government or non-government) to achieve or towards achieving accreditation.	
	Experience and knowledge with other climate finance institutions such as the Global Environment Facility (GEF) and Adaptation Fund (AF) and implementation agencies such as the World Bank, UNDP, UNEP and Pacific regional agencies such as SPREP and SPC is advantageous.	15
	Demonstrated experience in undertaking institutional and fiduciary capacity assessments and developing strategies / action plans. Experience and familiarity with Small Island Developing State (SIDS) government finance systems, economic management, organisational policies, fiduciary and procurement policies advantageous.	15
	Over 10 years policy development experience in public sector and private sector and related entities. Proven experience with business, public and financial institutions and other development agencies nationally and internationally such as the ADB, UN agencies and World Bank. Sound knowledge of policy requirements related to Environmental Social Safeguards and Gender advantageous.	15
	Demonstrated experience in effective stakeholder engagement and communications with national and local government bodies. Experience with SIDS or Pacific Islands Countries advantageous.	10
Technical Proposal / Methodology	Proposed methodology and workplan to undertake the tasks outlined in these terms of reference, including timelines to complete the deliverables.	15

II. Financial Score – 20%

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

$$\text{Financial Score} = a \times \frac{b}{c}$$

Where:

a = maximum number of points allocated for the Financial Score

b = Lowest bid amount

c = Total bidding amount of the proposal

7. Variation or Termination of the Request for Tender

- 7.1 a. SPREP may amend, suspend or terminate the RFT process at any time.
- b. In the event that SPREP amends the RFT or the conditions of tender, it will inform potential Tenderers using the SPREP Tenders page (<https://www.sprep.org/tenders>).
- c. Tenderers are responsible to regularly check the SPREP website Tenders page for any updates and downloading the relevant RFT documentation and addendum for the RFT if it is interested in providing a Tender Response.
- d. If SPREP determines that none of the Tenders submitted represents value for money, that it is otherwise in the public interest or SPREP's interest to do so, SPREP may terminate this RFT process at any time. In such cases SPREP will cancel the tender, issue a cancellation notice and inform unsuccessful bidders accordingly.

8. Deadline

- 8.1. **The due date for submission of the tender is: 27 July 2023, midnight (Apia, Samoa local time).**
- 8.2. Late submissions will be returned unopened to the sender.
- 8.3 Please send all tenders clearly marked 'RFT 2023/038: Technical Assistance to the Republic of Marshall Islands Ministry of Finance and towards accreditation to the Green Climate Fund (GCF)'

Mail: SPREP

Attention: Procurement Officer

PO Box 240

Apia, SAMOA

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

Fax: 685 20231

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

Note: Submissions made to the incorrect portal will not be considered by SPREP. If SPREP is made aware of the error in submission prior to the deadline, the applicant will be advised to resubmit their application to the correct portal. However, if SPREP is not made aware of the error in submission until after the deadline, then the application is considered late and will be returned unopened to the sender.

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

SPREP reserves the right to enter into negotiation with respect to one or more proposals prior to the award of a contract, split an award/awards and to consider localised award/awards between any proposers in any combination, as it may deem appropriate without prior written acceptance of the proposers.



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A binding contract is in effect, once signed by both SPREP and the successful tenderer. Any contractual discussion/work carried out/goods supplied prior to a contract being signed does not constitute a binding contract.

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 A: Terms of Reference

Assignment Title:	Consultancy for Technical Assistance to the Republic of Marshall Islands Ministry of Finance and towards accreditation to the Green Climate Fund (GCF)
Project:	Republic of Marshall Islands Green Climate Fund Readiness 2 – Strengthening of the NDA and The Marshall Islands’ Access to Climate Finance
Post Level:	n/a
Contract Type:	Short term consultancy for Firm or Consortium of consultants
Contract Duration:	60 days over five months

Project Description

The Government of the Republic of Marshall Islands is undertaking its second Green Climate Fund Readiness project with SPREP as Delivery Partner. The project titled ‘Strengthening of the NDA and Direct Access Entities’ seeks to enhance the government’s capacity to effectively implement its institutional and operational climate finance functions and access more climate finance with the Green Climate (GCF).

The Republic of Marshall Islands is one of the world’s lowest-lying and climate vulnerable countries as a coral atoll nation comprising 1,156 individual islands/islets and 29 different atolls with an average elevation of just six feet above sea level, dispersed across nearly two million square kilometers of the Pacific Ocean. The Marshall Islands’ Tile Til Eo 2050 Climate Strategy “Lighting the Way” (September 2018) provides the longterm vision of progressing towards net zero greenhouse gas emissions by 2050, as well as transitioning to an economy and society that is resilient and can adapt to the inevitable impacts of climate change. This vision is further portrayed in the National Determined Contribution (NDC, 2018) where RMI commits to a quantified economy-wide target to reduce its emissions to 32 percent below 2010 levels by 2025 with intentions to reduce emissions to 45 percent below 2010 levels by 2030. On adaptation, the NDC commits to producing a National Adaptation Plan (NAP) as an update to the Joint National Action Plan for Climate Change Adaptation & Disaster Risk Management (2014-2018).

Through this project the Marshall Islands seek to:

1. Continue strengthening the capacity of the National Designated Authority under the Climate Change Directorate within Ministry of Environment;
2. Progress the Ministry of Finance preparations for national direct access entity accreditation;
3. Develop and strengthen strategic plans for RMI to programme and expedite support to implement the country programme;
4. Progress new project ideas and develop project concept(s) aligned with the Country Programme.

The project builds upon activities from the previous Readiness project which included development of RMI NDA handbook and process including the No Objection, development of the country programme and development of project ideas. During that time the USAID Climate Ready also undertook a rapid assessment of three national entities, including the Ministry of Finance (MOF), to gauge suitability for accreditation with the GCF.

The project is funded by the Green Climate Fund (GCF) Readiness & Preparatory Support Programme which supports countries to strengthen their institutional capacities, governance mechanisms, and planning and programming frameworks towards a transformational long-term climate action agenda.

SPREP is an accredited entity to the GCF and Delivery Partner on this Marshall Islands’ Readiness project. A SPREP Task Manager works closely with the NDA and in-country Readiness Team to ensure activity is executed well and reporting deliverables to the Government and Donor are met. SPREP maintains overall management of the project and holds the head grant agreement with the GCF’s fiduciary agent UNOPS.

Overview of the Consultancy Services (description)



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An international Firm or consortium of international Firms (the Firm) is to provide technical support to the Government of RMI Ministry of Finance (MOF) to assess its capacity and gaps and develop a strategy and plan for accreditation with the Green Climate Fund.

This work will build upon the rapid assessment undertaken by USAID Climate Ready in 2019 which identified a range of gaps. The updated assessment and strategy and action plan to be developed is expected to inform actions to be taken the short term i.e. for completion of the OAS application to mid-term actions e.g. anticipation of reviews from the GCF.

The key outputs to be achieved by the Firm are:

1. A detailed capacity assessment of the Ministry of Finance to become an accredited Direct Access Entity with the Green Climate Fund.
2. A strategy and plan for the MoF to achieve DAE accreditation

SPREP in support the RMI NDA is therefore seeking to contract the services of a *Firm or Consortium of Consultants with expertise in institutional strengthening* to perform the identified tasks as elaborated under Scope of Work.

Scope of Work

The scope of services under this Terms of Reference consists of the requirements for consultancy services including general requirements and specific tasks:

Task 1: Produce an Inception Report based on a review of documentation and inception meeting **Task 1 deliverable: Inception report outlining the finalised methodology and work plan and stakeholder engagement plan.**

The Firm is required to employ a collaborative approach and close engagement with RMI NDA, Ministry of Finance, Readiness Team and relevant government agencies to ensure that the products generated under this consultancy reflect national priorities and ownership.

The Firm will:

- a) Convene a virtual inception meeting with the NDA, Ministry of Finance, Readiness team, SPREP and other relevant stakeholders. The inception meeting will discuss the programme of work, confirm work schedules and activity requirements, seek clarification on issues pertinent to the assignment, discuss the remuneration schedule, and plan the logistics of implementation.
- b) Prepare an inception report to include: (i) a detailed work plan for the execution of the assignment, (ii) methodology to be followed, and (iii) the timeline for the accomplishment of the tasks of the assignment (iv) milestones; (v) information required; (vi) summary of agreed issues to be investigated; (vii) administration requirements and roles of the Ministry of Finance, Readiness team personnel, SPREP and that of the Firm; (viii) potential barriers/challenges to the conduct of the assignment and suggested approaches to mitigating the impacts;
- c) An annex to the inception report must include the Stakeholder Engagement Plan. Considerations in the plans and process of stakeholder engagement must include:
 - Recognition of the size and make up key stakeholders in The Marshall Islands to avoid over-consultation/consultation fatigue.
 - Involvement of the NDA in feedback on ideas, suggestions and options presented throughout the assignment and
 - Protocols and travel requirements when deciding on the modality of the consultation.

Task 2: Undertake a detailed updated capacity assessment and gap analysis of the MOF

Task 2: deliverable: (a) Draft *MOF Capacity Assessment and Gap Analysis Report*; (b) Final Draft *MOF Capacity Assessment and Gap Analysis Report*

The Firm is required to employ a collaborative approach with the MOF in undertaking the assessment and analysis in an efficient though thorough exercise.

The Firm will:

- Initiate consultation meetings with the RMI GCF NDA and MOF as part of the capacity assessment and gap analysis of its fiduciary policies and processes.
- Undertake a desktop review of
 - MOF fiduciary policies and processes
 - Existing reports related to MOF capacity assessments for accreditation with donors and capacity support from US AID Climate Ready, ADB and other development partners.
 - GCF accreditation guidance and requirements
- Work with the MOF to complete an initial GCF accreditation self-assessment.
- Review and undertake a gap analysis of all technical, systemic, institutional and policy gaps for the MOF, including though not limited to:
 - the MOF organisation structure and Government of RMI systems and structures to understand how GCF projects are managed from development through to implementation.
 - MOFT policies related to transparency, accountability and reporting processes.
 - Policies and processes related to compliance, internal audits and budgeting processes.
 - Policies and measures related to; i) a code of ethics; ii) procedures for disclosure of conflicts of interest; iii) preventing financial fraud; iii) investigations procedures: and v) anti-money laundering and antiterrorist policies.
 - Policies related to gender and environmental and social safeguards.
 - Procurement policy, processes and requirements.
 - Corporate plan and staff development plan and analyse the MOF key strategic documents and services provided.
- Provide recommendations for MOF to strengthen any identified areas of weaknesses and to close gaps.
- Prepare the capacity assessment and gap analysis draft report and share with SPREP and RMI GCF NDA.
 - Facilitate a stakeholder review workshop for the draft report.
 - Present the baseline review and gap analysis report to the MOF for inputs and endorsement.
 - Finalise and submit the baseline review and gap analysis report to the RMI NDA, MOF and SPREP.

Task 3: Develop a strategy and plan for the MOF to achieve DAE accreditation

Task 3: deliverable: (a) draft *MOF Strategy & Plan for DAE Accreditation* (b) Final *MOF Strategy & Plan for DAE Accreditation*

The Firm will use the capacity assessment and gap analysis report to inform the development of the strategy and action plan.

- To develop the strategy and action plan the Firm will be required to
 - Plan and undertake comprehensive consultations with key sectors, private sector representative, CSOs, NGOs and government stakeholders.
 - Facilitate stakeholder review workshop for the action plan.

- At a minimum the strategy and action plan is expected to
 - Have actions with timeframes and with costs for implementation for the period 2024-2026.
 - Address gaps identified in the capacity assessment and gap analysis report produced under Task 1. Areas with gaps identified may include:
 - Compliance, internal audits and budgeting policies and processes
 - Policies and measures related to; i) a code of ethics; ii) procedures for disclosure of conflicts of interest; iii) preventing financial fraud; iii) investigations procedures: and v) anti-money laundering and antiterrorist policies.
 - Policies and processes related to Project Management
 - Policies and processes related to financial management and procurement
 - Policies and processes related to gender and environmental and social safeguards.
 - Staff resourcing and development for MoF to deliver services effectively.
 - Other issues and gaps related to the GCF accreditation criteria and requirements not mentioned above.
 - Make recommendations on
 - Priority actions to enable completion of the first stage: OAS application;
 - Potential products and services that will be considered once MOF becomes an accredited entity to the GCF.

The recommendations will also take into consideration support for all stakeholders including the private sector, civil society organisations (CSOs), community groups, NGOs and key sectors.

- In preparation of the final document the Firm will be required to
 - Prepare the draft action plan and present and share with MOF, SPREP and RMI GCF NDA.
 - Present the action plan to the MOF management for inputs and endorsement.
 - Finalise and submit the strategy and action plan to the RMI GCF NDA and SPREP.

Summary of Contract Deliverables and instalment of payment upon approval of deliverables

Task 1	Inception report outlining the finalised methodology and work plan and stakeholder engagement plan.	20%
Task 2	(a) Draft <i>MOF Capacity Assessment and Gap Analysis Report</i> (17.5%);	35%

	(b) Final <i>MOF Capacity Assessment and Gap Analysis Report</i> (17.5%);	
Task 3	(a) Draft <i>MOF Strategy & Plan for DAE Accreditation</i> (17.5%) (b) Final <i>MOF Strategy & Plan for DAE Accreditation</i> (17.5%)	35%
	End of contract report with annexed report on information/training session outputs.	10%

Schedule of the Assignment

The services will be carried out for 60 consultancy days spread over a period of five months from August to December 2023.

The Firm shall develop and submit a detailed workplan / schedule for the assignment and distribute the days accordingly among the different tasks.

The workplan should consider a blend of working remotely and in-country to produce the required deliverables.

The Firm will work from their home base. However, the Firm is expected to undertake at least one in-country mission. The duration of the missions is expected to be a total of 7 working days to facilitate product validation sessions and debriefing. Travel is dependent on COVID-19 protocols in place, in country at the time of validation.

Institutional Arrangement

The consultancy is commissioned by the Secretariat of the Pacific Regional Environment Programme (SPREP). The Firm will report to SPREP for contractual and administrative purposes.

The NDA and Readiness Team in The Marshall Islands will provide additional technical advice and inputs, overall coordination, for this consultancy. The Readiness Team based within the Climate Change Directorate will provide up to 20 working days support to this assignment, as a key driver to implementation of project activities on ground.

Whilst the Firm will liaise with the NDA and Readiness Team they will ultimately report to SPREP, who maintains overall oversight of the activity.

Support through the Readiness Team in The Marshall Islands includes:

- Background documents and information relevant to the assignment are readily available and accessible.
- Issue the relevant Introductory Letters and facilitate contact with the relevant stakeholders, as necessary.
- Receive updates about progress made on the assignment. Organise conference call meetings with the Firm and SPREP to address any questions or concerns
- Coordinate the Stakeholder Engagement by providing local guidance, and related support.
- Participate in structured discussions with the Firm to address any questions or concerns
- Support Co-facilitate consultations or workshops where conducive to achieving outcomes for the activity.
- In addition to SPREP and the NDA, review draft reports providing feedback to the Firm within fourteen (14) days of submission.

Travel and accommodation arrangements and associated costs will be the responsibility of the Firm and should be reflected as part of the financial proposal. However, the following must be adhered to as a Firm under SPREP contract:



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1. Liaison with the country on planned missions must be conducted and approval sought through SPREP.
2. To enable reimbursements of travel costs SPREP'S procurement policy must be followed. Pre-approval must be obtained from the SPREP Contract Manager *prior to the purchase* of any travel and accommodation services.

Qualifications & Competencies

Qualifications and Experience:

Education

- Post-graduate qualifications in the field of banking and finance, economics, business, accounting, private and public sector, environment and climate change, governance and development.

Work Experience

- Demonstrated work experience and knowledge of the Green Climate Fund accreditation requirements and process and technical assistance to entities (government or non-government) to achieve or towards achieving accreditation. Experience and knowledge with other climate finance institutions such as the Global Environment Facility (GEF) and Adaptation Fund (AF) and implementation agencies such as the World Bank, UNDP, UNEP and Pacific regional agencies such as SPREP and SPC advantageous.
- Demonstrated experience in undertaking institutional and fiduciary capacity assessments and developing strategies / action plans. Experience and familiarity with Small Island Developing State (SIDS) government finance systems, economic management, organisational policies, fiduciary and procurement policies advantageous.
- Over 10 years policy development experience in public sector and private sector and related entities. Proven experience with business, public and financial institutions and other development agencies nationally and internationally such as the ADB, UN agencies and World Bank. Sound knowledge of policy requirements related to Environmental Social Safeguards and Gender advantageous.
- Demonstrated experience in effective stakeholder engagement and communications with national and local government bodies. Experience with SIDS or Pacific Islands Countries advantageous.

Language requirements

- Excellent command of written and spoken English
- Expected to write high quality documents in English
- Excellent command of written and spoken Marshallese is desirable.

The successful Firm 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/spreporganisational-values-code-of-conduct.pdf Including SPREP's policy on Child Protection, Environmental Social Safeguards, Fraud Prevention & Whistleblower Protection and Gender and Social Inclusion.

Assessment Criteria

Tenders will be assessed against the submission of a full proposal to include:

1. **Responses to application form questions** (80%) including **proposed methodology and workplan** to undertake the tasks outlined in these terms of reference, including timelines to complete the deliverables. (15%)



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2. **Financial proposal** to outline all costs associated with the undertaking of the services. Consultancy fees must be clearly separated. All costs should be itemised and be inclusive of all taxes. (20%)