



**Directorate of Micro, Small and Medium Enterprises
Government of Haryana**

Terms of Reference

for

**Engagement of Consultant for Preparation of Strategic Investment Plan
(SIP) under Raising and Accelerating MSME Performance (RAMP) in
Haryana**

**Directorate of Micro, Small and Medium Enterprises
Government of Haryana**

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'Engagement of Consultant for Preparation of Strategic Investment Plan (SIP) under Raising and Accelerating MSME Performance (RAMP) in Haryana'

Terms of Reference

1. Introduction

To support the overall Covid Resilience and Recovery Programme of Ministry of MSME (MoMSME), the Government of India, has launched a new World Bank supported Central Sector Scheme, i.e., "**Raising and Accelerating MSME Performance (RAMP)**". The scheme has been launched for a period of five years, to be jointly funded by the World Bank and Government of India. The RAMP programme is a Programme-for-Results (P for R) and aims at improving MSMEs' access to market and credit, strengthening institutions and governance at the Centre and State, improving Centre-State linkages and partnerships, addressing issues of delayed payments and greening of MSMEs. RAMP programme seeks to address the generic and COVID related challenges in the MSME sector by way of impact enhancement of existing MSME schemes, especially on the competitiveness front.

In addition to building the Ministry of MSME's capacity at the National level, the RAMP Programme also seeks to scale up implementation capacity and firm coverage in the participating States. Thus, as per the design of the programme, the States are required to prepare a long-term roadmap, i.e., **Strategic Investment Plan (SIP)** for enhancing the performance of the MSME sector through greater outreach. The purpose of SIP is to develop a holistic MSME-support Programme to further complement the State's efforts towards boosting MSME growth by:

- Enabling effective implementation of Ministry of MSME's market access and competitiveness schemes in convergence with similar State MSME schemes.
- Ensuring availability of infrastructure (power, transportation networks, serviced industrial land), skills training and development, and environmental improvements (reduced waste and pollution).

2. Project Overview and Objectives

SIP is required to be prepared based on a comprehensive diagnostic exercise and structured stakeholder consultation to gather data and information on the MSME sector in the State across various parameters, and as per the RAMP Programme design, is the most crucial document in the process

Against this backdrop, the state government through Directorate of MSME intends to engage a HARTRON empanelled consultancy agency for preparation of Strategic

Investment Plan (SIP) under Raising and Accelerating MSME Performance (RAMP) in Haryana. The Consultant shall be hired for an initial period of 8 months, extendable as per the timelines of the Ministry of MSME, as per the provisions of HARTRON letter dated 15.06.2022 for empanelment of companies/agencies for providing consultancy services to Govt. Departments/Organisations.

The Consultant shall assist the state in efficiently conducting strong, holistic assessments, on-ground diagnostic exercises to prepare a sound, targeted SIP.

3. Scope of Work

The SIP preparation is based on a diagnostic exercise which will gather evidence-based data and information on the MSME sector in the state. The document has to be prepared in alignment with prescribed guidance from MoMSME, GoI on the diagnostic exercise and standard SIP template provided as part of the Programme Implementation Manual (PIM). The scope of services of the Consultant will be to assist and support the State in preparation of SIP, and has been divided into 2 parts:

- **Part 1: Baseline Assessment for SIP**
- **Part 2: Preparation of SIP**

3.1 Part A: Baseline Assessment for SIP

A critical part of the SIP is the assessment of MSMEs in state, at district-level, across various parameters. The baseline study should cover all details pertaining to the current ecosystem of MSMEs.

a) Identification of MSME / stakeholder participants across all districts to conduct the consultations and study

b) Support in conducting one Focus Group Discussion in each district with identified MSMEs and Industries Associations

c) Mapping of the existing state MSME ecosystem on the following parameters:

- Number of MSMEs and growth; MSME clusters, geographical concentration, aspirational districts and clusters; sector/industry wise information; women-headed MSMEs, etc.
- Assessing performance of the MSMEs in the State based on various parameters viz data on Employment (including skilled and unskilled manpower), output, value added, productivity, size distribution, Exports and participation in GVCs, etc.
- Assessing status of MSMEs with respect to access to credit facilities/ funds, usage of technology/ R&D, product designing, quality control measures etc
- Identify PSEs and large private anchor buyers and their MSME vendors

d) Conduct SWOT analysis based on consultations and study

e) Mapping the MSMEs with Champion scheme which will be suitable to upgrade MSMEs

The data and findings will then be incorporated in SIP.

3.2 Part B: Preparation of SIP

The scope of work for SIP includes following

3.2.1 Overview of state MSME sector, identification of key constraints, and gaps in interventions in priority sectors through diagnostic study:

3.2.1.1 Baseline profiling

3.2.1.2 Benchmarking of best practices:

- Benchmark performance of the state MSME sector against various parameters (such as access to finance, market, technology, skilled resources etc.) with leading states, wherever appropriate

3.2.1.3 Stakeholder consultations:

- Conduct stakeholder consultations through one-to-one meeting, focussed group discussion, workshops etc. in the respective districts with all important stakeholders including all MSME industries associations (geography based and sectoral), district administrations, MSME enterprises, SHGs, NGOs, banks, relevant government agencies etc. to understand existing gaps and collate feedback

3.2.1.4 Need assessment and gap study:

- Conduct needs assessment and gap identification on the basis of the base line study, benchmarking and stakeholder consultations
- Identify key constraints to MSME growth in priority sectors
- Identify gaps in MSME support, policy development and delivery, including: *Mapping of the institutions and agencies in the State for MSME development; Assessing existing capacity of Industries Department and DICs by functional areas and other key support agencies; Assess coordination mechanisms across state institutions and departments on the MSME development agenda; Assess existing M&E for state government interventions in the MSME sector; Map & assess existing state government portals that deliver services to MSMEs, their current usage and gaps, if any*
- **Market level challenges:** Identification of existing and target domestic, regional, and global market opportunities, existing pathways through which

MSMEs are accessing such markets and specific gaps preventing enhanced access to these markets.

- **Finance level challenges:** Identification and assessment of financing gaps for MSMEs in priority sectors. Facilitating access to finance for business functioning and growth needs and identifying and removing hindrances in between to reach financing access. Ensuring coverage of targeted sectors of the MSMEs by the financial institutions that should service them for their financial needs
- Challenges with respect to Environmental and occupational health and safety standards compliance and “greening”, infrastructure, and technical support
- Challenges and gaps with respect to the existing M&E systems

3.2.1.5 Preparation of Plan of action: Propose interventions to address gaps identified in SIP

- Provide recommendations for key programmes, projects, schemes, policies, and initiatives for the phase-wise implementation across key sectors to yield maximum financial and social returns
- Provide inputs on projects prioritization based on multi criteria and suggest implementation strategy and action plan for development of priority projects
- Outline implementation roadmap
- Develop short, medium, and long-term implementation steps, milestones key performance indicators (KPIs) for the same and approaches to monitor them
- Recommend approaches for resolving implementation bottlenecks and facilitate in implementation of the same

3.2.2 Output-outcome Framework leveraging baseline numbers and programme goals

- Provide recommendations for intermediate and development-level outcome goals – with baseline numbers and programme goals over a four-year period -for total number of MSMEs to be supported through RAMP to align with the overall objectives of RAMP
- Propose interventions, key central and state activities to be implemented, required to address the constraints and challenges identified
- Finalize the recommendations in consultation with the department

3.2.3 Budgeting & prioritization of interventions

- Assess and prepare budgetary requirements for identified projects

- Suggest project funding strategies for timely implementation in the project duration (including funding from existing MoMSME schemes, State MSME schemes and RAMP budgets)
- Provide recommendations for prioritising them over a four-year period

3.2.4 Outreach plan for identification and mobilization of MSMEs

- Develop strategy for targeted communication outreach
- Prepare outreach plan for identification and mobilization of MSMEs including communication strategy
- Facilitate partnerships with Industry Associations, anchor companies and other relevant Government bodies (such as, State Rural and Urban Livelihoods Missions) and DIC-level outreach efforts

4. Key Resource Requirement

The Consultant will be required to **engage a team of 7 experts & specialists and 5 support consultants** to conduct the SIP preparation exercise, and thus, ensure Government of India support through the RAMP Programme in Haryana and maximize impact on state MSMEs.

The support consultants shall assist in conducting stakeholder discussions with MSMEs and key ecosystem stakeholders, focussed group discussions, etc.

S. No	Resource Category	Proposed Role	Preferred Educational Qualification	Relevant Experience
1.	Principal Consultant	Project Manager/Team Leader	<ul style="list-style-type: none"> • Graduation (B.E./B.Tech/ B.Sc./B. Com/BA /BBA/etc.) with Post-Graduation (MBA, PGDM, PGDBM, Masters or equivalent) in Management, Finance, Economics, Marketing, Public Policy, Public Administration or related fields 	<ul style="list-style-type: none"> • Overall experience of 10 years with minimum 5 years in government/-bilateral/multilateral agencies sponsored projects • Experience of leading projects in MSME sector development in the country with government/bilateral and multilateral agencies • Experience of working on at

				<p>least 1 World Bank sponsored project</p> <ul style="list-style-type: none"> • Experience of working towards increasing productivity of MSMEs under following domains of MSME development: <i>CFC cluster development projects with DPR approval, Enhancement of marketing linkages, Technology upgradation/Process improvements, Linkages with Business Development Service Providers, etc.</i>
2.	Senior Consultant 1	Finance Expert	<ul style="list-style-type: none"> • Full-time CA or MBA, PGDM, PGDBM, Masters or equivalent in Finance/Economics/related field 	<ul style="list-style-type: none"> • Overall experience of 6 years with at least 3 years in assisting state industry/MSME, departments in enhancing MSME financing • Experience of enhancing linkages of MSMEs with financial institutions
3.	Senior Consultant 2	Marketing & Research Expert	<ul style="list-style-type: none"> • Graduation (B.E./B.Tech/ B.Sc./B. Com/BA /BBA/etc.) with Post-Graduation (MBA, PGDM, PGDBM, 	<ul style="list-style-type: none"> • Overall experience of 6 years with at least 3 years in market research and analysis

			Masters or equivalent) in Management, Marketing, Mass Communications, or related fields	along with experience in creation of marketing linkages for industries, preferably MSMEs
4.	Senior Consultant 3	Public Policy Expert	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/ B.Sc./B. Com/BA /BBA/etc.) with Post-Graduation (MBA, PGDM, PGDBM, Masters or equivalent) in Economics/Social Sciences/Public Policy/Public Administration, or related fields 	<ul style="list-style-type: none"> Overall experience of 6 years with at least 3 years in public policy advisory/ policy formulation/ advocacy/ policy implementation for MSMEs in government/bilateral/multilateral agencies sponsored projects
5.	Senior Consultant 4	Procurement Expert	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/ B.Sc./B. Com/BA /BBA/etc.) with Post-Graduation (MBA, PGDM, PGDBM, Masters or equivalent) in Management, Finance, Economics, Marketing, Public Policy, or related field 	<ul style="list-style-type: none"> Overall experience of 6 years with at least 3 years' experience in public procurement through GFR, CVC guidelines for establishment of common facilities/infrastructure for MSMEs The resource should have assisted both Central and State Government for such public procurement
6.	Consultant 1	MIS Specialist	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/B.Sc./B . Com/BA /BBA/BCA etc.) or Post- 	<ul style="list-style-type: none"> Overall experience of 3 years with at least 1 year

			Graduation (MBA, PGDM, PGDBM, Masters or equivalent) in Computers, IT or related field	experience in promoting digital initiative within a government set up
7.	Consultant 2	M&E and Data Analytics Specialist	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/ B.Sc./B. Com/BA /BBA/etc.) or Post-Graduation (MBA, PGDM, PGDBM, Masters or equivalent) in Management, Economics/ Statistics/ Data Analytics, or related field 	<ul style="list-style-type: none"> Overall experience of 3 years with at least 1 year experience in government/bilateral/ multilateral agencies sponsored projects in monitoring or data analytics on developmental programme at state or national level
8.	Consultant 3	Support Consultant 1	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/ B.Sc./B.Com/BBA/ BA (Economics)/ equivalent) 	<ul style="list-style-type: none"> Overall experience of 3 years with at least 1 project sponsored by government/ bilateral/multilateral agencies for MSME sector development
9.	Consultant 4	Support Consultant 2	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/ B.Sc./B.Com/BBA/ BA (Economics)/ equivalent) 	<ul style="list-style-type: none"> Overall experience of 3 years with at least 1 project sponsored by government/ bilateral/multilateral agencies for MSME sector development
10.	Consultant 5	Support Consultant 3	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/ B.Sc./B.Com/BBA/ BA (Economics)/ equivalent) 	<ul style="list-style-type: none"> Overall experience of 3 years with at least 1 project sponsored by government/ bilateral/multilateral

				al agencies for MSME sector development
11.	Consultant 6	Support Consultant 4	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/ B.Sc./B.Com/BBA/ BA (Economics)/ equivalent) 	<ul style="list-style-type: none"> Overall experience of 3 years with at least 1 project sponsored by government/ bilateral/multilateral agencies for MSME sector development
12.	Consultant 7	Support Consultant 5	<ul style="list-style-type: none"> Graduation (B.E./B.Tech/ B.Sc./B.Com/BBA/ BA (Economics)/ equivalent) 	<ul style="list-style-type: none"> Overall experience of 3 years with at least 1 project sponsored by government/ bilateral/multilateral agencies for MSME sector development

**Weightage shall be given to the maximum relevant experience.*

5. Pattern of Evaluation

i. Evaluation of the Consultant shall be done based on the following pattern:

Sr. No.	Technical Evaluation Criteria	Maximum Marks
1	Relevant Firm Experience	50
2	Educational Qualification & Experience of Proposed Resources <ul style="list-style-type: none"> <i>Education: 15 marks</i> <i>Experience: 15 marks</i> 	30
3	Team Presentation	20
		100

ii. Evaluation criteria:

Sr. No.	Technical Evaluation Criteria	Maximum Marks
1	Relevant Firm Experience*	50
i.	<p>Bidder should have experience of working on at least 2 large scale transformation projects (long term over 1 year) as Programme Management Unit/Programme Management Consultant for development of MSME/Industrial ecosystem (including state level studies/cluster development/ technology upgradation/ marketing linkages/ vendor development/ entrepreneurship acceleration/ skill development/ promotion of Business Development Services/ financial services for MSME's/industries, capacity building/innovation) of minimum value of INR 3 crores with State Government(s) as client in the last 5 years</p> <p>a) For 2 projects – 4 Marks b) 2 marks for each additional project – max 8 Marks</p> <p>Two marks extra for undertaking large scale transformation project in Haryana</p>	10
ii.	<p>Bidder should have done diagnostic studies/prepared diagnostic reports/detailed project reports for MSMEs/ industries at the state/central level in last 5 years. Such diagnostic study reports/detailed project reports must have received approval by respective state/central departments.</p> <p>a) For 10 diagnostic reports/detailed project reports with at least 3 DSRs/DPRs of project cost more than INR 5 Crores – 10 marks b) For 15 diagnostic reports/detailed project reports with at least 5 DSRs/DPRs of project cost more INR 5 Crores – 15 marks c) For 20 and above detailed project reports with at least 7 DSRs/DPRs of project cost more INR 5 Crores – 20 marks</p>	20
iii.	<p>Bidder should have facilitated GoI/multilateral/bilateral grant of at least INR 20 Crore for any state government for MSME/Industrial growth & development, ex. for setting up of common infrastructure (common infrastructure for skilling, business development support, technology upgradation etc.).</p> <p>a) Facilitated investment of less than INR 50 Crore: 5 marks b) Facilitated investment of more INR 50 Crore: 10 marks</p>	10
iv.	<p>Bidder should have experience of undertaking an assignment for designing and developing digital enablement solutions for Banks/ FIs in India with a project cost over Rs. 3 Cr. in last 5 years for enabling easy access to finance/markets/technology</p>	5

	for MSMEs/Industries	
v.	Bidder should have experience of working on at least 2 bilateral/multilateral organizations sponsored project on MSME/Industrial development agenda a) upto 3 projects: 3 marks b) more than 3 projects: 5 marks	5
2	Education & Experience of Proposed Resources	30
i.	Project Manager/Team Leader	6 (Education: 3 Experience: 3)
ii.	Finance Expert	4 (Education: 2 Experience: 2)
iii.	Marketing & Research Expert	4 (Education: 2 Experience: 2)
iv.	Public Policy Expert	4 (Education: 2 Experience: 2)
v.	Procurement Expert	4 (Education: 2 Experience: 2)
vi.	MIS Specialist	2 (Education: 1 Experience: 1)
vii.	M&E and Data Analytics Specialist	2 (Education: 1 Experience: 1)
viii.	Support Consultant (5 resources)	4 (0.8 marks per resource)
2	Team Presentation	20
i.	Understanding of the Assignment	10
ii.	Approach & Methodology	10
		100
<p><i>*Both ongoing/completed projects shall be considered for evaluation</i></p> <p><i>*Supporting documents to include copy of contract agreement/addendum/work order/LoA and self-declaration from the agency/firm on the status of the engagement</i></p>		

6. Deliverables & Payment Schedule

Sr. No.	Deliverable	Timelines	Payment as % of Total agreed Fee
1.	Inception Report	T + 1 month	10%
2.	Diagnostic report <i>on overview of state MSME sector, identification of key constraints and gaps in interventions in priority sectors</i>	T + 2 months	20%
3.	Districts' diagnostic reports with <i>overview of district MSME sector, identification of key constraints and gaps in interventions in priority sectors</i>	T+3 months	10%
4.	Report on Recommendations & Implementation roadmap	T + 4 months	15%
5.	Draft of Consolidated Report along with rough Budget requirement & Capacity building needs	T + 6 months	20%
6.	Submission of Final Report to MoMSME, GoI	T + 8 months	10%
7.	Approval of the SIP from MoMSME, GoI	-	15%

T: Date of Issue of Work Order

7. Selection of Consultant

- 7.1 Internal Committee headed by the Administrative Secretary (Committee constituted vide order dated 14.12.2022) shall evaluate the **Proposals** received from the bidders.
- 7.2 Selection of Consultant shall be done on the basis of relevant firm experience, CVs of the proposed team, and presentation on Consultant's understanding and proposed approach & methodology for delivering the project.
- 7.3 The decision of the Internal Committee in the evaluation of responses shall be final. No correspondence will be entertained outside the process of negotiation/discussion.
- 7.4 The Internal Committee reserves the right to reject any or all Proposals without assigning any reason.

8. General Guidelines

8.1 Bid Submission

- a. Proposal shall include the company profile, credentials of relevant firm experience along with supporting documents, resumes of all proposed resources in the format as per **Annexure-I**, and a compliance table indicating

- compliance against all the ToR requirements in terms of firm experience and resource profile (for instance, overall experience, relevant experience, etc.).
- b. The resources to be deployed by the bidder shall possess the requisite educational qualification and experience as per this ToR. CV of every resource to be deployed shall be provided in World Bank format.
 - c. The bidder shall submit the proposal via email on **cd-cell.msme@hry.gov.in and clusterharyana@gmail.com** by **06.04.2023**.
 - d. The financial bid of only the highest technical scorer will be opened. Man-month rates per resource category so received from the top scorer will be opened and negotiated by the Department before finalizing the agency to ensure that the Department is able to negotiate the rates according to the quality of the individual recommended by the 'top scorer. Company obtaining the maximum technical score will be awarded the work post the negotiation.
 - e. Technical score (maximum 100) will be calculated as per table under **Clause 5** pertaining to Pattern of Evaluation.

8.2 Duration of Service

The project duration will be 8 months. As per requirement/necessity of the department and RAMP programme, the same may be further extended as per the timelines of the Ministry of MSME and as per the provisions of HARTRON empanelment. The same will be communicated in written to the consulting firm. The financial implication for the extension will be calculated on a pro-rata basis.

8.3 Timelines:

- a. The consultancy company/agency shall submit their technical proposals in the prescribed format, as per the requirements of the ToR on **cd-cell.msme@hry.gov.in** and **clusterharyana@gmail.com** by **06.04.2023**.

The financial proposal shall be submitted to the Directorate, in a sealed envelope, at the below-mentioned address by **06.04.2023**:

The Director General, Directorate of MSME, Plot No. C-3, HSVP Complex (Front Block), 3rd floor, Sector 6, Panchkula – 134109

- b. Any queries/clarifications may be sent to the Directorate on **cd-cell.msme@hry.gov.in** and **clusterharyana@gmail.com** latest by **27.03.2023**. No queries shall be entertained after **27.03.2023**.

Directorate reserves the right to respond to queries received, as deemed appropriate.

8.4 Other Guidelines

- a. Sub-contracting of resources by the consulting firm/ agency shall not be allowed.
- b. Upon completion of secondary research, focused group discussions and stakeholder consultations, if any data gaps are identified, survey may then be undertaken separately. The additional cost of survey and the sample size shall be determined in discussion with the selected Consulting Agency.
- c. If at any point in time, the Government of Haryana feels that a resource is not up to the mark or if a resource leaves the organization, a replacement will be demanded in written and the consulting firm/ agency shall provide the replacement within two weeks as per ToR. In case replacement is not provided in the prescribed time, a financial penalty of 1% of the total fee shall be imposed for one month of delay per resource. Delay beyond 30 days in replacement of a resource may result in termination of HARTRON empanelment or blacklisting of the consultancy firm.
- d. The consulting firm/ agency shall deploy the same resources as per the proposal submitted within 15 days of issuance of work order.
- e. Penalty, replacement of resources etc. shall be as per the guidelines laid down by HARTRON and as revised from time to time.
- f. Payment to the consulting firm/ agency shall be as per the deliverables and milestones mentioned in **Clause 6**.
- g. The team will be dedicated to work with the department and sharing of resources will be not allowed with any other project/assignment.
- h. Four resources, i.e., the Project Manager, Procurement Expert, MIS Specialist and M&E and Data Analytics Specialist along with the 5 support consultants shall be deployed full time at the Directorate's Head-office. Resource Person will be allowed to avail the leave of kind due as per Service Rules of their employer.
- i. Proposed Resources should on the company payrolls at the time of deployment on project and should be available at the time of interaction. The selected resource should be on-boarded on the payrolls of the company before deployment.

- j. The consulting firm/ agency shall give the quotation indicating rates of per consultant, per man month as per **Annexure-II** so that subsequent addition/ deletion can be affected as per the requirement. If need be, the Consultant shall ensure engagement of 3 more Field Support Consultants within the same rate. In cases, where additional manpower is needed beyond the above mentioned requirement, the same may be deployed at the Man-month rates provided by the company. For any other service related to research or any material beyond scope of work in this domain or other assignment, the additional payment shall be made on the basis of the efforts (calculated in terms of additional man-month basis).

- k. The Directorate of MSME, Govt. of Haryana, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:
 - (i) Suspend and/or cancel the Selection Process and/or amend and/or supplement the Selection Process or modify the dates or other terms and conditions relating thereto;
 - (ii) Consult with any Bidder in order to receive clarification or further information;
 - (iii) Retain any information and/or evidence submitted to the Directorate of MSME, Govt. of Haryana by, on behalf of and/or in relation to any Bidder; and/or
 - (iv) Independently verify, disqualify, reject and/or accept any and all submissions

- l. It is clarified that compensation shall be binding to both the parties under the Arbitration and Conciliation Act, 1996.

Annexure-I

PHOTO	1. Name			
	2. Position			
	3. Date of Birth			
	4. Education			
5. Employment Record	From	To	Company	Position Held
6. Brief Profile				
7. Countries of Work Experience				
8. Languages Known				
9. Work Undertaken that Best Illustrates Capability to Handle the Task Assigned				
<p>Project 1:</p> <p>Year:</p> <p>Location:</p> <p>Client:</p> <p>Position Held:</p>				

Main features: Activities Performed:
Project 2: Year: Location: Client: Position Held: Main features: Activities Performed:

Certification: I the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes myself, my qualifications and my experience. I understand that any willful misstatement described herein may lead to disqualification or dismissal if engaged.
FULL name of authorized representative

Resource wise Financial Quote

Sr. No	Name of the Resource	Resource (Managing Consultant/ Principal Consultant/ Consultant)	Type (Consultant/ Senior Support)	Proposed Man-month rate (Excluding Taxes)
1				
2				
3				
4				
5				
6				
7				
8				
