



الاتحاد الفلسطيني للهيئات المحلية
Association of Palestinian Local Authorities

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REQUEST FOR PRICE QUOTATION (RfPQ) - Second Time
Services of an Individual Senior Strategic Planning Lead Expert
To prepare APLA's Strategic Plan (2023-2026)
REFERENCE CODE: APLA/EU-MAAP/2022-14

Issue Date: 29th Nov. 2022.

1. CONTACT PERSON AT APLA	
NAME:	Mohammed Musleh
FUNCTION:	Project Officer
ADDRESS:	2 nd floor, Safad Bld., 10 Jabra Al Anqar str., Al Masyoun, Ramallah, Palestine
TEL. & FAX.:	+972 2 2960712 & +972 2 2960713
Mobile:	+972 597315171
E-MAIL:	m.musleh@apla.ps

2. OBJECTIVE OF THE REQUEST

APLA's background:

The Association of Palestinian Local Authorities (APLA) founded in 1997, APLA is an independent organization mandated to represent and lobby for the collective interests of Local Government Units (LGUs) by supporting capacity building among local governments, facilitating exchange of knowledge and best practices, and serving as vehicle for dialogue between the central government and LGUs. APLA is a semi-governmental nonprofit association that forms a comprehensive framework, which holds all the Palestinian local authorities and works for and with them, to provide better services for the Palestinian citizen by defending their rights, and representing them on all levels nationally, regionally, and internationally.

Project Brief:

APLA is implementing the project (APLA's Multiannual Action Plan - MAAP 2021-2025). This project is largely financed by the European Union, under the financing agreement (FA) ENI/ 2020/ 042-362 "support productive investment in Palestine" which signed between EU and the Palestinian Authority (PA). APLA signed a grant contract with the European Union (EU) on 12 December 2021 with total EU contribution of € 1.9 million to implement the project (APLA's Multiannual Action Plan (MAAP) 2021-2025. ENI/2021/425-904). This project has been designed to strengthen LGUs collaborations on service delivery and local participatory development, and improve contributions to territorial integration, particularly in Area C. Specific objectives of MAAP are aligned to APLA's strategic plan and aims to support the role of APLA as LGUs representative and dialogue partner with the Palestinian Authority, to support the role of the LGUs in the building process of future State of Palestine and to strengthen the institutional and operational capacities of APLA.





Context:

APLA had went along with its first strategic plan designed for the years 2019 to 2022. During those years, APLA showed a professional respect to its mandates, accomplished successful interventions, and emerged as an influential player in local governance in Palestine, as the representative of local governments units (LGUs) in Palestine.

Now, as the 4-year strategy plan almost completes its timeframe by the end of 2022, APLA keen to formulate a new strategic plan for the coming four years (2023 to 2026). This will enable APLA to develop and adopt a revised strategic framework, building on the modest achievements brought forward as part of the implementation of Vision 2026 and taking advantage of new opportunities represented in the new leadership of APLA after the last local elections, and in the internal expertise in Technical Support for LGUs, SDGs Localization Measures, Gender Mainstreaming, Fiscal Decentralization, Policy Development, and Project Management based on its upscaled structure.

Main Objective of The Assignment:

Under the guidance and supervision of APLA, and in full cooperation with APLA's top management, APLA is seeking to get the services of an individual **Senior Strategic Planning Lead Expert** to help in:

- a. Assessing the 1st strategic plan for APLA (2019-2022)
- b. Development and implementation of a strategic review methodology, ensuring all along that the process is highly participatory to ensure APLA members' sense of ownership, and engaging meaningfully with APLA's global vision and mission, board, partners and international contributors.
- c. Development of a revised feasible 4-Year strategic framework plan for APLA (2023-2026) in order to increase its effectiveness, transparency and accountability. This plan shall serve as a guiding document for APLA's management to fulfil its duties.

Specific Objectives of The Assignment:

1. Provide technical, strategic and facilitation support to enable the development of APLA's next Strategic Plan 2023-2026.
2. Review APLA's mission and vision statements.
3. Participatory SWOT Analysis
4. Review midterm strategies (develop strategic concepts, establish mid- and long-term goals -including financial ones- with clear objectives).
5. Connect the outputs of the envisaged strategic plan with the Global Goals Agenda (Sustainable Development Goals -SDGs- 2030), and to maximize APLA's contribution over the Localization of SDGs during the timeframe of the new strategic plan.
6. Connect the updated APLA's strategy with the Palestinian National Policy Agenda.

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7. Connect the updated APLA's strategy with the strategies of the other two laterals of the triangle that represents the local government in Palestine, i.e, Ministry of local Government (MoLG) and Municipal Development and Lending Fund (MDLF).
8. Highlight the input and contribution of APLA in Technical Support for LGUs, SDGs Localization Measures, Gender Mainstreaming, Fiscal Decentralization, and Policy Development, and Project Management based on its upscaled structure.
9. Define Key Performance Indicators (KPIs), setting budgets and SMART goals over a timeline of a one to four-year period.
10. Evaluate the priority results and review goals and objectives and finally test strategies against each other's.
11. Introduce approaches to effective implementation of the strategic plan, including potential partners and needed budgets, and monitoring & evaluation schemes.

Main tasks and responsibilities are as attached in Term of Reference, Annex (1).

1. INSTRUCTIONS

RECEPTION OF PRICE OFFERS	DATE:	DEADLINE: 3:00 PM, Thursday, 8 th Dec. 2022.
	PLACE:	2 nd floor, Safad Bld., 10 Jabra Al Anqar str., Al Masyoun, Ramallah, Palestine.
	DOCUMENTS AND ANNEXES TO BE SUBMITTED: (FINANCIAL OFFER AND OTHER REQUESTED DOCUMENTS HAVE TO BE SUBMITTED IN ONE SEALED ENVELOPE IN HAND TO APLA'S OFFICE AT THE INDICATED ADDRESS)	1- ANNEX (1): Signed Term of Reference (ToR). 2- ANNEX (2): Financial Offer (filled and signed). 3- Filled & Signed RFPQ (Sign all papers). 4- CVs of Senior Lead Expert in Strategic Planning, & at least, an Expert in Local Government, including experiences and similar previous assignments. 5- Methodology & Work Plan.
VALIDITY PERIOD OF THE PRICE OFFER:	30 days after the submission date of the price offer.	

2. TECHNICAL REQUIREMENTS:

Selections and Awarding Criteria

The Senior Lead Expert has to submit the followings (for the Lead Expert and his/her team/resources):

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1. Personal CV of the **Senior Strategic Planning Lead Expert** highlighting the qualifications, relevant experience in similar assignments, in addition to skills and character features.
2. Other team CV's (at least one more **Expert in Local Government**) highlighting the qualifications, relevant experience in similar assignments.
3. At least **10 years of proven practical experience** in relevant fields.
4. Methodology including stakeholders' map.
5. Workplan.

More description and details are as attached in Term of Reference, Annex (1).

3. AWARDING CRITERIA:

Selections and Awarding Criteria

The selection of the Senior Lead Expert will be based on both technical and financial evaluation:

- Technical Evaluation 60% divided into
 - a. 20% for Senior Strategic Planning Lead Expert
 - b. 20% for support staff including Local Government Expert
 - c. 20% for Methodology & Workplan
- Financial Evaluation 40%

4. DELIVERY/ PERFORMANCE ADDRESS

ADDRESS:	2 nd floor, Safad Bld., 10 Jabra Al Anqar str., Al Masyoun, Ramallah, Palestine الطابق الثاني - بناية صفد - 10 شارع جبرا الانقر - المصيون - رام الله / فلسطين
CONTACT INFORMATION:	NAME: Rasha Sarhan
	FUNCTION: Administrative Assistant
	TEL: 02-2960712.
	MOBILE PHONE: 0594685145
	E- MAIL: info@apla.ps

5. PRICE OFFERS SUBMISSION DEADLINE

Deadline of submission bids: 3:00 PM., Thursday 8th Dec. 2022.

6. IDENTIFICATION OF THE LEAD EXPERT

Last name, first name (Signature)	
Telephone number and Fax number	

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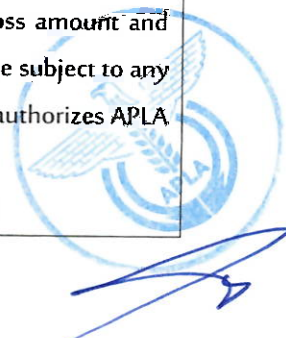
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E- Mail address	
Account number of Payment PLEASE, attach full Bank Info for EURO Iban Number under the name of the Lead Expert as stated at the Bank:	

7. OTHER TERMS / CONDITIONS (Please, Read Carefully)

- **It's the responsibility and a must for the applying Lead Expert (Senior Strategic Planner) to name and attach the CVs of the team that will support him/her in executing this assignment, that should include at least one Expert in Local Government sector.**
- Remuneration: The Lead Expert will be remunerated due to LOE (WDs) and according to the input justified by the time sheet given the total time/effort. Input does not exceed the total specified LOE in this TORs.
- Payment: it will be only one payment for the total assignment upon the completion of the work in line with providing all supporting documents
- There will be NO extra compensation for any extra efforts than the demanded ones.
- Any other costs required in implementing the assignment is the responsibility of the winning Lead Expert.
- The Lead Expert should submit (Annex 2) of this document (filled and signed) in the sealed offer envelope with the bidding documents.
- All submitted documents should be signed by the applicant.
- The 'outputs' of the assignment will be considered as "deliverables" upon the approval by APLA.
- The Lead Expert shall ensure close cooperation and coordination with APLA
- The maximum duration for the assignment is maximum 4 months, starting from 1st Jan. 2023 up to 30th Apr. 2023.
- The estimated Level of Effort for the requested assignment is (25 Working Days), based on 8 hours per day. The Lead Expert is not eligible to claim public holidays, weekends or travel time within Palestine.
- One cost item is requested to be filled, the Lead Expert shall fill the price per Level of Effort - LOE (Working Days - WDs), and the total price for the whole WDs of the assignment.
- Filled price offer should be in EURO currency.
- Income Tax for Individual Expert: Income sourced taxes will be deducted from the gross amount and forwarded to the tax authority according to the applicable laws. The gross amount shall be subject to any further deductions according to Palestinian Law and the Lead Expert hereby irrevocably authorizes APLA to deduct any such taxes and remit same to the relevant authorities.
- The Lead Expert will not be considered as APLA employee while executing the assignment.

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- The Lead Expert shall declare that he/she is familiar with the Terms of Reference and capable to carry out the tasks required within the terms specified in this agreement and the Terms of Reference.
- The Lead Expert shall ensure close cooperation and coordination with APLA
- **It's the Lead Expert's responsibility to cooperate with any needed professionals or other experts to finalize the assignment either in planning, research, translations, or managing the process, and the remuneration against this assignment will be considered including any extra other efforts or experts. (APLA will not cover any other costs but that in the financial offer).**

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Lead Expert Declaration:

By submitting this Price Offer, The Lead Expert

declares renouncing his/her own (sales) conditions and commits to performing this order in accordance with the provisions of the specific requested purchase conditions attached within ToR and for the price offered.

Price quotations will be in EURO.

In accordance with the specific conditions attached to this document, applicable law for this contract/ assignment is the Palestinian Law.

Certified true and sincere,
Signature of the Vendor

Date: / /2022.

ACCOUNTANT & PROCUREMENT COORDINATOR

Maria Bairat

EXECUTIVE DIRECTOR

Abdallah Anati





Annex 1: TOR

Services of an Individual Senior Strategic Planning Lead Expert

To prepare APLA's Strategic Plan (2023-2026)

REFERENCE CODE: APLA/EU-MAAP/2022-14

1. Background

The **Association of Palestinian Local Authorities (APLA)** founded in 1997, APLA is an independent organization mandated to represent and lobby for the collective interests of Local Government Units (LGUs) by supporting capacity building among local governments, facilitating exchange of knowledge and best practices, and serving as vehicle for dialogue between the central government and LGUs. APLA is a semi-governmental nonprofit association that forms a comprehensive framework, which holds all the Palestinian local authorities and works for and with them, to provide better services for the Palestinian citizen by defending their rights, and representing them on all levels nationally, regionally, and internationally.

2. Project Brief:

APLA is implementing the project (APLA's Multiannual Action Plan - MAAP 2021-2025). This project is largely financed by the European Union, under the financing agreement (FA) ENI/ 2020/ 042-362 "support productive investment in Palestine" which signed between EU and the Palestinian Authority (PA). APLA signed a grant contract with the European Union (EU) on 12 December 2021 with total EU contribution of € 1.9 million to implement the project (APLA's Multiannual Action Plan (MAAP) 2021-2025. ENI/2021/425-904) This project has been designed to strengthen LGUs collaborations on service delivery and local participatory development, and improve contributions to territorial integration, particularly in Area C. Specific objectives of MAAP are aligned to APLA's strategic plan and aims to support the role of APLA as LGUs representative and dialogue partner with the Palestinian Authority, to support the role of the LGUs in the building process of future State of Palestine.

3. Context:

APLA had went along with its first strategic plan designed for the years 2019 to 2022. During those years, APLA showed a professional respect to its mandates, accomplished successful interventions, and emerged as an influential player in local governance in Palestine, as the representative of local governments units (LGUs) in Palestine.

Now, as the 4-year strategy plan almost completes its timeframe by the end of 2022, APLA keen to formulate a new strategic plan for the coming four years (2023 to 2026). This will enable APLA to develop and adopt a revised strategic framework, building on the modest achievements brought forward as part of the implementation of Vision 2026 and taking advantage of new opportunities represented in the new leadership of APLA after the last local elections, and in the internal expertise in Technical Support for LGUs, SDGs



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Localization Measures, Gender Mainstreaming, Fiscal Decentralization, Policy Development, and Project Management based on its upscaled structure.

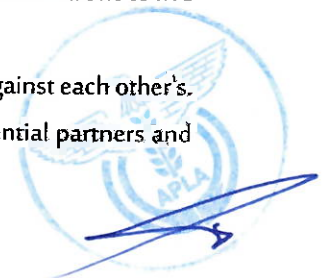
4. Main Objective of the assignment:

The purpose of this assignment is to contract a **Senior Strategic Planning Lead Expert** to help in:

- a. Assessing the 1st strategic plan for APLA (2019-2022)
- b. Development and implementation of a strategic review methodology, ensuring all along that the process is highly participatory to ensure APLA members' sense of ownership, and engaging meaningfully with APLA's global vision and mission, board, partners and international contributors.
- c. Development of a revised feasible 4-Year strategic framework plan for APLA (2023-2026) in order to increase its effectiveness, transparency and accountability. This plan shall serve as a guiding document for APLA's management to fulfil its duties.

5. Specific Objectives of the assignment:

1. Provide technical, strategic and facilitation support to enable the development of APLA's Strategic Plan 2023-2026.
2. Review APLA's mission and vision statements.
3. Participatory SWOT Analysis
4. Review midterm strategies (develop strategic concepts, establish mid- and long-term goals -including financial ones- with clear objectives).
5. Connect the outputs of the envisaged strategic plan with the Global Goals Agenda (Sustainable Development Goals - SDGs - 2030), and to maximize APLA contribution over the Localization of SDGs during the timeframe of the new strategic plan.
6. Connect the updated APLA's strategy with the Palestinian National Policy Agenda.
7. Connect the updated APLA's strategy with the strategies of the other two laterals of the triangle that represents the local government in Palestine, i.e, Ministry of local Government (MoLG) and Municipal Development and Lending Fund (MDLF).
8. Highlight the input and contribution of APLA in Technical Support for LGUs, SDGs Localization Measures, Gender Mainstreaming, Fiscal Decentralization, and Policy Development, and Project Management based on its upscaled structure.
9. Define Key Performance Indicators (KPIs), setting budgets and SMART goals over a timeline of a one to five four-year period.
10. Evaluate the priority results and review goals and objectives and finally test strategies against each other's.
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6. Selections and Awarding Criteria

The Senior Lead Expert has to submit the followings (for the Lead Expert and his/her team/resources):

1. Personal CV of the **Senior Strategic Planning Lead Expert** highlighting the qualifications, relevant experience in similar assignments, in addition to skills and character features.
2. Other team CV's (at least one more **Expert in Local Government**) highlighting the qualifications, relevant experience in similar assignments.
3. At least 10 years of proven practical experience in relevant fields.
4. Methodology including stakeholders' map.
5. Workplan.

Awarding criteria:

The selection of the Senior Lead Expert will be based on both technical and financial evaluation:

- A. Qualifications Evaluation 60% divided into:
 - a. 20% for Senior Strategic Planning Lead Expert
 - b. 20% for support staff including Local Government Expert
 - c. 20% for Methodology & Workplan
- B. Financial Evaluation 40%

7. Language:

All deliverables (APLA's Strategic Plan 2023-2036) should be submitted in two languages: **English and Arabic**.

8. Timeframe

APLA shall hire a Lead Expert to assess the previous strategic plan and to develop the new strategic plan as requested within a period of **4 Months** starting from 1st Jan. 2023 up to 30th Apr. 2023.

9. Tasks:

Task No.	Task Description	Deliverables	Due Date
Task One: Inception Phase	<ol style="list-style-type: none">1. Desk review including -but not limited to- (APLA's 2019-2022 Strategic Plan, APLA's Organizational Structure, Policies and Operation guidelines, Communication Strategy, Financial Sustainability Plan, SDGs Localization Plan, Gender Mainstreaming Plan, Fiscal Decentralization ToR, TSU Integration Plan, ... etc.)2. Meetings with APLA Chairman & Executive Committee, Executive Director, and staff, for better	<ol style="list-style-type: none">1. Inception Report.2. Updated Methodology and Workplan.	15 th Jan. 2022

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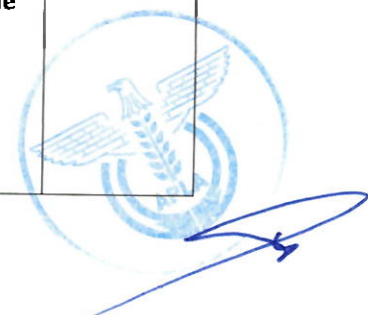
	<p>understanding of the assignment and to discuss the timetable and needed data.</p> <p>3. Submission of an inception report demonstrating key steps, methodology with specific deliverables, and work-time plan.</p>		
<p>Task Two: Assessment and Analysis Phase</p>	<p>1. Participatory process of critical reflections, stakeholders' map, analysis, and consultation (SWOT analysis). Stakeholders to include are (at least):</p> <ul style="list-style-type: none"> - MoLG; - MDLF; - International donors, and implementing organizations, especially those who have a common interest with APLA; and - A cross-section of Palestinian Local Governments Units that are represented by APLA). <p>2. Review of relevant organizational documents (Mission statement, Vision 2026, Operational Plans, ... etc.)</p> <p>3. Interviews with APLA members, partners & donors, according to the participatory process.</p> <p>4. Assessment report outlining APLA related critical issues, contextual analysis, gaps to be addressed and opportunities to grab.</p>	<p>Assessment and Analysis Study Report.</p>	<p>15th Feb. 2023</p>
<p>Task Three: Drafting of the APLA's Strategic Plan 2023-2026</p>	<p>1. Analyze feedback from the different sources (as outlined in Task Two)</p> <p>2. Formulate strategic framework-guided by the following questions:</p> <ul style="list-style-type: none"> ● Where does APLA want to be in 2026? ● What does APLA want to achieve during this timeline? ● What is the key purpose of APLA as an independent, public, semi-governmental, non-profit organization mandated to represent and lobby for the collective interests of LGUs? 	<p>First draft of the APLA's Strategic Plan (2023-2026) in English language, with Action Plan</p>	<p>31st Mar. 2023</p>





	<ul style="list-style-type: none"> • How would APLA work to deliver its expected goals in an efficient and effective manner? • How will APLA get there? • What might go wrong for APLA? And how would APLA avoid this? (Risk matrix and risk mitigation management plan) • How will APLA know when they get there? (Measure of success) • How will APLA monitor lessons learnt and integrate that learning into successive plans and strategies (MEL)? <p>3. Drafting the strategic plan document, to be prepared and presented to APLA's team and/or a stakeholder's workshop</p> <p>4. Key Messages: What is the message? Why this message? Who are the targets? How and what are the tools?</p> <p>5. Monitoring & Evaluation plan.</p> <p>6. Needed budget.</p> <p>7. References.</p>		
<p>Task Four: Final document of the APLA's Strategic Plan 2023-2026</p>	<p>APLA strategic Plan (2023-2026) (Final Draft) is modified revised, and finalized, in two languages Arabic and English, with all modified and approved headings as indicated in Task Three after review and endorsed by APLA. This should include:</p> <ul style="list-style-type: none"> • Action Plan for implementing the Strategic Plan. • Mission, Vision, and General Strategy. • Sustainable Organizational System. • Draft the text around the key objectives. • Consult widely on draft new strategic framework. • Dissemination and implementation plan across APLA stakeholders. 	<p>Final Strategic APLA's Plan (2023-2026) document (in two languages (Arabic and English), with Action Plan & budget, all approved by the Executive Committee of APLA</p>	<p>30th Apr. 2023</p>

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	<ul style="list-style-type: none">• APLA Executive Committee formally approves the final document.		
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10. Level of Effort (LOE):

Task	LOE (Working Days WD)
Task1	4
Task2	5
Task3	10
Task4	6
TOTAL (WDs)	25 Working Days

11. Qualifications, Experience (Academic title, Experience, Skills, and Character):

Academic title:

The Lead Expert (including his/her team/resources) should have the following qualifications

- M.A/M.Sc. in a relevant field of discipline (for both the Senior Strategic Planning Lead Expert and the Local Government Expert).

Experience:

The Lead Expert (including his/her team/resources) should have min. 10 years of proven practical experience in relevant field like:

- Local/National government, policy change, planning, strategic planning, institutional development, and institutional analysis.
- Working with Palestinian governments, donors, civil society and media.
- Coaching local government officials in the fields of institutional development.
- Good knowledge of transparency field.
- Organizational and change management.
- Business process management and analysis
- Understanding of natural resource governance is considered an advantage.

Skills:

The Lead Expert (including his/her team/resources) should have the following skills:

- Excellent writing and reporting skills.
- Excellent written and spoken communication skills (Arabic/ English).
- Results-oriented, creative, confident, pro-active and representative attitude.



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- Efficient time management.
- Possess strong analytical, management skills, as well as solid mediating and consensus building skills.
- Familiarity with techniques for organizational design, process improvement and process modelling.
- Extensive knowledge in workflow and business
- Working with public sector development concepts and procedures, as well as with the best practice in institutional assessment.
- Have good knowledge of the Palestinian socio-political and cultural context.
- Have good knowledge in the governance risk management.
- Highly motivated and committed to the values of transparency and integrity.

Character:

The Lead Expert (including his/her team/resources) should have the following character features:

- Has the ability for deep research that will conduct on the issue or problem.
- Able to team up or involve professionals in the field and tap on their experiences
- Follow through initiatives and meet deadlines
- Can collect and analyze the needed data, draw conclusions that make sense of the data, reach the findings or recommendations through analysis of qualitative and/or quantitative data.
- Can analyze the options and alternatives according to methodology and assess their feasibility. Illustrate pros and cons. Judge which is feasible. Include the predictable outcomes. Objectivity is a priority without overstate.
- Can suggest next steps and the implications of the findings and recommendations. Address the feasibility of next steps and explore the implications of the analysis.





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Annex 2: FINANCIAL OFFER

Services of an Individual Senior Strategic Planning Lead Expert

To prepare APLA's Strategic Plan (2023-2026)

REFERENCE CODE: APLA/EU-MAAP/2022-14

"Please note to fill the unit price, total price and total in words for each requested item":

Description/ Activity	Unit	Quantity	Unit Price in EURO (Per 1 WD)	Total Price in EURO (For 25 WDs)
1- Efforts of a Lead Expert to develop the new APLA's strategic plan (2023-2026), based on the required conditions and specifications and (TOR)	WD	25		
Total amount in letters for item (1):	<hr/> <hr/>			
GRAND TOTAL (EURO) in Numbers	<hr/>			
GRAND TOTAL (EURO) in Words	<hr/> <hr/>			

Signature of the Vendor

Date: / /2022.

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