



# Purchase Order

Dispatch via Print

## Tanzania

6th Floor  
 International House  
 Shaaban Robert St./Garden Avenue  
 P.O.Box 9182  
 Dar es Salaam  
 Tanzania  
 Tel: 22 2112576  
 Fax: 22 2111668

Vendor: 0000007334  
 STEPHEN NDORE MUTIMBA  
 P O BOX 153  
 NAIROBI 00100  
 Tanzania

PO Number TZA10-0000012418	Date 29/01/2013	Revision	Page 1
Payment Terms Immediate	Freight / INCOTERMS D&S	Ship Via Common	
Buyer Alphonse Kisesebe alphonse.kisesebe@undp.org	Phone Tel: Fax:	Currency USD	
Approver Titus OSUNDINA			

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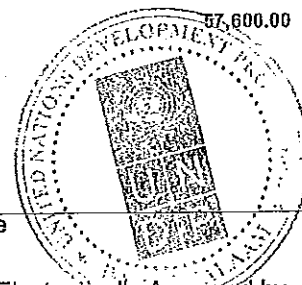
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 P.O.Box 9182  
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 Tanzania  
 Tel: 22 2112576  
 Fax: 22 2111668

Ln-Sch Item	Description	Quantity	UOM	Due Date	Unit Price	Line Total
1-1 80161903E	1st instalment - Upon delivery of acceptable Inception report (15%).	1.00	EA	29/01/2013	8,640.00	8,640.00
2-1 80161903E	2nd instalment - Upon submission of workshop proceedings report (25%)	1.00	EA	29/01/2013	14,400.00	14,400.00
3-1 80161903E	3rd instalment - Upon submission of draft report (30%).	1.00	EA	29/01/2013	17,280.00	17,280.00
80161903E	4th and final payment - Upon submission of final and approved report (30%).	1.00	EA	29/01/2013	17,280.00	17,280.00

As per IC No. 064/2012 - Contract for the services of an Individual Contractor; CONSULTANCY SERVICES FOR SCALING UP FUEL EFFICIENT TECHNOLOGIES (SLM - KILIMANJARO) dated 21 November 2012.

Total PO Amount USD

57,600.00



Authorized Signature

This PO is subject to UNDP General terms and conditions.

This Purchase Order is Electronically Approved by Titus OSUNDINA and does not require Signature.



**Certification of Payment**

**1. For Personnel use only**

Name: STEPHEN MUTIMBA Contract No.: 064/2012  
 Project Number: Fee: (per diem) USD.14,400.0  
 Project Title: SCALING UP FUEL EFFICIENT TECHNOLOGIES FOR SLM Duration: 4 MONTHS  
 Starting Date: 21/11/2012 Expiry date: 20/03/2013 Expected number of work days per week:  
 Nationality: KENYAN Vendor No.:  
 Allotment Number(s): Index no.:  
 MOD Number(s):

**2. To be completed by the subscriber**

Please type or print and mail original and first and second copies, along with your travel claim upon completion of travel, to: United Nations Development Programme, One United Nations Plaza, New York, NY 10017.

Attention: (Finance Officer)

Room No.:

I certify that the dates indicated below are an accurate account of the services and duties performed under the terms of this contract.

Countries visited	Dates worked		No. of days worked	Total Payable
	From	To		
TANZANIA	20/01/2013	10/02/2013	10	14,400.00

Please note that payment will be made in the currency of the subscriber's usual residence, unless otherwise indicated in Article 3 of the Special Service Agreement, or paragraph 2 of the Reimbursable Loan Agreement. Payments in other than US dollars will be made at the UN operational rate of exchange in effect at the time payment is made. Bank charges related to payment will be borne by the subscriber.

Please make payment as indicated below:

Name of Bank: Account title:  
 Address: Account number:  
 Currency of Account: Social Security or Tax Identification No.: (if applicable)  
 Signature: Date: 30/05/2013

**3. To be completed by Area/Requesting Officer**

Please check appropriate box Final report accepted  Assessment sheet attached:   
 Final report not accepted  Second Assessment to be added:

I certify that the work was satisfactorily performed during the above mentioned dates.

Signature: Gertrude Lyatuu  
 Name: GERTRUDE LYATUU

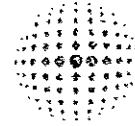
Date: 30/05/2013

**4. To be completed by the Certifying Officer**

Please process the payment of \_\_\_\_\_ to the subscriber in accordance with the payment instructions given above.  
 Travel Claim received

Certifying Officer \_\_\_\_\_ Certifying Bureau/Division \_\_\_\_\_ Date \_\_\_\_\_

3 April 2013



camco

**Camco Advisory Services (Kenya) Limited**

Muringa road

off Elgeyo marakwet road

Nairobi

**United Nations Development Programme  
UNDP - TZ**

**Tanzania**

Tel +254 20 387 5902

Fax +254 20 387 5902

Email: esda@esda.co.ke

PIN : P051104886D

VAT : 0123995B

Invoice No. CAMCO00813

Contract No. 064/2012

Product/Description	Project	Net Total	USD
	003755	\$14,400.00	
<b>Scaling Up Fuel Efficient Technologies ( Sustainable Land Management Kilimanjaro Region)</b>			
<b>Consultancy Fees</b>			
25% of Contract fee upon Submission of Workshops Proceedings Report			\$14,400.00

As per contract

USD 14,400.00

VAT @ 0%

USD 0.00

USD 14,400.00

**Payment Instruction:**

Camco Advisory Services (Kenya) Limited

Barclays Bank of Kenya Ltd

Branch Code: Barclays Plaza-022

Account number : 0227332891

Swift Code: BARCKENXANPB

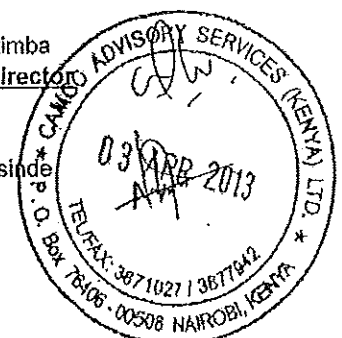
For: Camco

Stephen Mutimba

Managing Director

Lavenda Masinde

Accountant



PO# 12418

Requisition



Ship To: 6th Floor  
International House  
Shaaban Robert St./Garden Avenue  
P.O.Box 9182  
Dar es Salaam  
Tanzania

Business Unit: TZA10		
REQ Number	Date	Page
0000010656	28/01/2013	1
Requester		
Gemma ALITI		
Tel:		
Fax:		
gemma.aliti@undp.org		
Approver		

Line-Schd	Item	Description	Quantity	UOM	Due Date	Unit Price	Line Total
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1-1	80161903E	E) Intl Consultants-Technical	1.0000	EA	28/01/13	14,400.00	14,400.00
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Acc No	OU	GL Unit	Fund	Dept	Imp Agent	Donor	Project	Activity	Res Type	Percent	Amount
71205	TZA	UNDP1	04000	38205	001459	00012	00074207	ACTIVITY3		100	14,400.00

Buyer: Fina Masaro  
Vendor: 0000007334 STEPHEN NDORE MUTIMBA  
<< 2nd Instalment Upon submission of workshop proceedings report (25%) >>

Line Total: 14,400.00

2-1	80161903E	E) Intl Consultants-Technical	1.0000	EA	28/01/13	17,280.00	17,280.00
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Acc No	OU	GL Unit	Fund	Dept	Imp Agent	Donor	Project	Activity	Res Type	Percent	Amount
71205	TZA	UNDP1	04000	38205	001459	00012	00074207	ACTIVITY3		100	17,280.00

Buyer: Fina Masaro  
Vendor: 0000007334 STEPHEN NDORE MUTIMBA  
<< 3rd instalment upon submission of draft report (30%) >>

Line Total: 17,280.00

3-1	80161903E	E) Intl Consultants-Technical	1.0000	EA	28/01/13	17,280.00	17,280.00
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Acc No	OU	GL Unit	Fund	Dept	Imp Agent	Donor	Project	Activity	Res Type	Percent	Amount
71205	TZA	UNDP1	04000	38205	001459	00012	00074207	ACTIVITY3		100	17,280.00

Buyer: Fina Masaro  
Vendor: 0000007334 STEPHEN NDORE MUTIMBA  
<< 4th and final payment upon submission of final and approved report (30%) >>

Line Total: 17,280.00

# Requisition



Ship To: 6th Floor  
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Tanzania

<b>Business Unit:</b> TZA10		<b>Page</b>
<b>REQ Number</b>	<b>Date</b>	2
0000010656	28/01/2013	
<b>Requester</b>		
Gemma ALITI		
<b>Tel:</b>		
<b>Fax:</b>		
gemma.aliti@undp.org		
<b>Approver</b>		

Line-Schd	Item	Description	Quantity	UOM	Due Date	Unit Price	Line Total
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4-1	80161903E	E) Intl Consultants-Techn ical	1.0000	EA	28/01/13	8,640.00	8,640.00
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Acc No	OIU	GL Unit	Fund	Dept	Imp Agent	Donor	Project	Activity	Res Type	Percent	Amount
71205	TZA	UNDP1	04000	38205	001459	00012	00074207	ACTIVITY3		100	8,640.00

Buyer: Fina Masaro  
Vendor: 0000007334 STEPHEN NDORE MUTIMBA  
<< 1st instalment upon submission of inception report (15%) >>

Line Total: 8,640.00

**Total Requisition Amount:** USD 57,600.00

This order is subject to UN General Terms and Conditions available at WWW.UNDP.ORG, which can also be provided upon request.

Approval Signature

Confirmation

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Requested For:	Gemma ALITI	Number of Lines:	4
Requisition Name:	STEPHEN NDORE MUTIMBA	Total Amount:	57,600.00USD
Requisition ID:	0000010656		
Business Unit:	TZA10		
Priority:	Medium		
Budget Status:	Not Checked		

UNDP Approval

▽STEPHEN NDORE MUTIMBA:Pending

UNDP Approval

Pending

 Multiple Approvers  
UNDP Approval



# Requisition

Ship To: 6th Floor  
International House  
Shaaban Robert St./Garden Avenue  
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Tanzania

Business Unit: TZA10		Page
REQ Number	Date	1
0000010638	18/01/2013	
Requester		
Nasser NGENZI		
Tel:		
Fax:		
nasser.ngenzi@undp.org		
Approver		

Line-Schd	Item	Description	Quantity	UOM	Due Date	Unit Price	Line Total				
1-1	80161903E	E) Intl Consultants-Technical	1.0000	LS	18/01/13	8,640.00	8,640.00				
<u>Acc No</u>	<u>OU</u>	<u>GL Unit</u>	<u>Fund</u>	<u>Dept</u>	<u>Imp Agent</u>	<u>Donor</u>	<u>Project</u>	<u>Activity</u>	<u>Res Type</u>	<u>Percent</u>	<u>Amount</u>
71205	TZA	UNDP1	04000	38205	001459	00012	00074207	ACTIVITY3		100	8,640.00
Vendor: 0000007334 STEPHEN NDORE MUTIMBA << UPON DELIVERY OF ACCEPTABLE INCEPTION REPORT (15%) >>											
<u>Line Total:</u>											<u>8,640.00</u>
2-1	80161903E	E) Intl Consultants-Technical	1.0000	LS	18/01/13	14,400.00	14,400.00				
<u>Acc No</u>	<u>OU</u>	<u>GL Unit</u>	<u>Fund</u>	<u>Dept</u>	<u>Imp Agent</u>	<u>Donor</u>	<u>Project</u>	<u>Activity</u>	<u>Res Type</u>	<u>Percent</u>	<u>Amount</u>
71205	TZA	UNDP1	04000	38205	001459	00012	00074207	ACTIVITY3		100	14,400.00
Vendor: 0000007334 STEPHEN NDORE MUTIMBA << UPON SUBMISSION OF WORKSHOP PROCEEDINGS REPORT (25%) >>											
<u>Line Total:</u>											<u>14,400.00</u>
3-1	80161903E	E) Intl Consultants-Technical	1.0000	LS	18/01/13	17,280.00	17,280.00				
<u>Acc No</u>	<u>OU</u>	<u>GL Unit</u>	<u>Fund</u>	<u>Dept</u>	<u>Imp Agent</u>	<u>Donor</u>	<u>Project</u>	<u>Activity</u>	<u>Res Type</u>	<u>Percent</u>	<u>Amount</u>
71205	TZA	UNDP1	04000	38205	001459	00012	00074207	ACTIVITY3		100	17,280.00
Vendor: 0000007334 STEPHEN NDORE MUTIMBA << UPON SUBMISSION OF DRAFT REPORT (30%) >>											
<u>Line Total:</u>											<u>17,280.00</u>
4-1	80161903E	E) Intl Consultants-Technical	1.0000	LS	18/01/13	17,280.00	17,280.00				
<u>Acc No</u>	<u>OU</u>	<u>GL Unit</u>	<u>Fund</u>	<u>Dept</u>	<u>Imp Agent</u>	<u>Donor</u>	<u>Project</u>	<u>Activity</u>	<u>Res Type</u>	<u>Percent</u>	<u>Amount</u>



# Requisition

Ship To: 6th Floor  
 International House  
 Shaaban Robert St./Garden Avenue  
 P.O.Box 9182  
 Dar es Salaam  
 Tanzania

Business Unit: <b>TZA10</b>		
REQ Number	Date	Page
0000010638	18/01/2013	2
Requester		
Nasser NGENZI		
Tel:		
Fax:		
nasser.ngenzi@undp.org		
Approver		

Line-Schd	Item	Description	Quantity	UOM	Due Date	Unit Price	Line Total
71205	TZA	UNDP1 04000 38205 001459 00012 00074207 ACTIVITY3				100	17,280.00
Vendor: 0000007334 STEPHEN NDORE MUTIMBA							
<< UPON SUBMISSION OF FINAL AND APPROVED REPORT (30%) >>							

Line Total: 17,280.00

Total Requisition Amount: USD 57,600.00

This order is subject to UN General Terms and Conditions available at WWW.UNDP.ORG, which can also be provided upon request.

Approval Signature



10638

12368

UNITED NATIONS DEVELOPMENT PROGRAMME



No. 064/2012

Contract for the services of an Individual Contractor  
CONSULTANCY SERVICES FOR SCALING UP FUEL EFFICIENT TECHNOLOGIES  
(Sustainable Land Management in Kilimanjaro Region)

This Contract is entered into on 21<sup>st</sup> November 2012 between the United Nations Development Programme (hereinafter referred to as "UNDP") and Mr. Stephen Mutimba (hereinafter referred to as "the Individual Contractor") whose address is:

C/O CAMCO Advisory Services Kenya Ltd.,  
78406-00508  
Moringa Road  
Off Elgaya Marakwet Road  
Nairobi, Kenya

WHEREAS UNDP desires to engage the services of the Individual Contractor on the terms and conditions hereinafter set forth, and:

WHEREAS the Individual Contractor is ready and willing to accept this Contract with UNDP on the said terms and conditions,

NOW, THEREFORE, the Parties hereby agree as follows:

1. Nature of services

The Individual Contractor shall perform the services as described in the Terms of Reference which form an integral part of this Contract and are attached hereto as Annex I in the following Duty Station(s): Dar es Salaam

2. Duration

This Individual Contract shall commence on 21<sup>st</sup> November 2012, and shall expire upon satisfactory completion of the services described in the Terms of Reference mentioned above, but not later than 20<sup>th</sup> March 2013, (including travel days) unless sooner terminated in accordance with the terms of this Contract. This Contract is subject to the General Conditions of Contract for Individual contractors which are available on UNDP website at [www.undp.org/procurement](http://www.undp.org/procurement) and are attached hereto as Annex II.

3. Consideration

As full consideration for the services performed by the Individual Contractor under the terms of this contract, including, unless otherwise specified, his/her travel to and from the duty station(s), any other travel required in the fulfillment of the Terms of Reference in Annex I, and living expenses in the Duty Station(s); UNDP shall pay the Individual Contractor a total of US\$ 57,600.00 in accordance with the table set forth below. Payments shall be made upon certification by Government/Ministry of Finance and UNDP that the services related to each deliverable, as described below, have been satisfactorily performed and the Deliverables have been achieved by or before the due dates specified below, if any.

DELIVERABLE	AMOUNT IN US\$
Upon delivery of acceptable Inception Report (15%)	8,640.00
Upon submission of Workshop Proceedings Report (25%)	14,400.00
Upon submission of Draft Report (30%)	17,280.00
Upon submission of Final and Approved Report (30%)	17,280.00
Total Amount for 85 working days spread over a maximum period of 6 months	57,600.00

If unforeseen travel outside the Duty Station not required by the Terms of Reference is requested by UNDP, and upon prior written agreement, such travel shall be at UNDP's expense. The Individual Contractor shall receive a *per diem* not to exceed United Nations' daily subsistence allowance rate.

Where two currencies are involved, the rate of exchange the UNDP instructs its bank to effect the payment(s).

United Nations on the day

4. Rights and Obligations of the Individual Contractor

The rights and obligations of the Individual Contractor including its Annexes. Accordingly, the Individual Contractor shall be entitled to compensation or entitlement, except as expressly provided for claims by third parties arising from the Individual Contractor's Contract, and under no circumstances shall UNDP be liable for such claims.

GA 10656  
Kindly get the Reg be approved before creation of PO

is, by, ble this

5. Beneficiary

The Individual Contractor selects Joy Bahc as beneficiary in the event of death of the Individual Contractor. The Individual Contractor shall incur liability insurance attributable to the beneficiary.

act in the service-

Mailing address, email address and phone number of beneficiary

P.O. Box 153 00100 GPO Nairobi, Kenya. Email:                     

TKS Lucy 20/11/13

Mailing address, email address and phone number of emergency contact

IN WITNESS WHEREOF, the Parties hereto have executed this Contract.

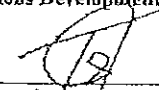
By signing below, I, the Individual Contractor, acknowledge and agree that I have read and accept the terms of this Contract, including the General Conditions of Contracts for Individual Contractors available on UNDP website at [www.undp.org/procurement](http://www.undp.org/procurement) and attached hereto in Annex H which form an integral part of this Contract, and that I have read and understood, and agree to abide by the standards of conduct set forth in the Secretary-General's bulletin ST/SGB/2003/13 of 9 October 2003, entitled "Special Measures for Protection from Sexual Exploitation and Sexual Abuse" and ST/SGB/2002/9 of 18 June 2002, entitled "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission".


The Individual Contractor has submitted a Statement of Good Health and confirmation of immunization.

AUTHORIZING OFFICER:

INDIVIDUAL CONTRACTOR:

United Nations Development Programme (UNDP)

  
Titus Osiandha  
Deputy Country Director

  
Mr. Stephen Mutimba  
Consultant

Date: 20/11/12

Date: 21/11/2012





ID: 00074207 : SLM

## TERMS OF REFERENCE

### INTERNATIONAL CONSULTANT

#### Scaling up fuel efficient technologies for domestic, institutions and industrial use in Kilimanjaro Region, Tanzania, with carbon benefits

##### A. Background:

1. The Kilimanjaro region, like the rest of Tanzania, relies heavily on biomass for energy, both in homes and in the public institutions such as schools, prisons, hospitals, etc. The region is host to several boarding institutions of higher learning (secondary schools, university campuses), prisons and hospitals. Collectively these institutions consume large quantities of woodfuel and charcoal annually, contributing substantially to deforestation in the region. The charcoal making process is highly inefficient, often using traditional methods with low conversion rates. Replanting for charcoal is rare as is selection of less valuable species or coppicing. At the same time, the vast majority of human waste is discharged untreated into the environment, contributing to methane emissions. Although there are several proven technologies for renewable energies and improving energy efficiency in biomass, wide scale adoption in the region has been very limited due to a combination of interrelated factors, among them: low affordability, poor distribution and marketing outlets and inadequate home-based research and development.

2. Under the Kilimanjaro Sustainable Land Management Project, the government is seeking to engage with the public institutions to explore possibility of using the potential for energy switch presented by the Carbon Market, to reduce emissions from both the inefficient use of biomass energy and discharge of human waste into the environment, in a triple-win situation that cleans the environment, reduces deforestation and provides avenues for income/revenue generation. Building on the current drive for "Majiko Banifu", the government, through the project, is also seeking to increase the rate of uptake of efficient energy processes in homesteads, encompassing the broad spectrum of processes from sustainable harvesting, to efficient conversion of wood to energy, and energy saving techniques.

3. The overall goal of the project is Sustainable Land Management provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Kilimanjaro region's ecosystems. The project aims to provide land users and managers with the enabling environment (policy, financial, institutional, capacity) for SLM adoption. This will be achieved through three key outcomes:

- i) The policy, regulatory and institutional environment support sustainable land management, PES and natural resource governance in the Kilimanjaro region and the country;
- ii) Markets support expansion of livelihood options in Kilimanjaro to reduce pressure on agriculture and natural resources and increase income;
- iii) Institutions with capacities and skills to undertake knowledge based land use planning and adopt methods and technologies for climate change resilient NR supported development;

4. The project's immediate focus is the Kilimanjaro districts. Lessons learnt will be upscaled to the entire region through the national level SLM program, currently under formulation under the guidance of VPO (the UNCCD Focal Points Office), with support from UNDP and the Global Mechanism. The four year project is coordinated by the RAS - Kilimanjaro Region in collaboration with the relevant Ministries. Implementation is taking place in the seven Districts of Kilimanjaro (namely Moshi, Moshi Rural, Rombo, Same, Mwangi, Siha and Hai) involving local authorities and stakeholders, as well as the departments of forestry, energy, Climate Change & Meteorological Services, Land Resources Conservation, Extension, Water and Planning. Linkages with the private sector, other development partner programs and NGOs will be actively sort.

- ✓ Undertake the technical design of the PID using the UNDP MDG Carbon Facility guidelines and templates;
- ✓ With assistance from the UNDP MDG Carbon Facility, market the PID to potential carbon credit buyers;
- ✓ Supervise the set up of the system in the selected institutions;
- ✓ Build the capacity of the institutions to manage the systems over the long term, in accordance with the technical specifications of the systems;

#### *C. Outputs / deliverables:*

- ✓ Inception Report (max. 6 pages), including: An assessment of the ToRs; A strategy and workplan of how to implement the assignment, including division of labor between the consultants; Outline of Final Reports, list of stakeholders to consult; References. Draft Inception Report to be delivered maximum 5 working days after commencement of assignment, and to be finalized including comments of stakeholders within 10 working days after commencement of assignment.
- ✓ Presentation of main findings to the national stakeholder consultation workshop, to be held within 8 weeks after commencement of assignment (for Phase I) and ten weeks after commencement of Phase II;
- ✓ First draft Report to be submitted to PMU , incorporating comments from the Stakeholders workshop, 10 weeks after commencement of assignment (for Phase I), and 12 weeks after commencement of Phase II (for Phase II);
- ✓ Final and approved Report, containing all areas addressed as stated above, and with relevant stakeholders comments addressed, to be delivered max. 12 weeks after commencement of assignment (Phase I) and 15 weeks after commencement of assignment for Phase II.

#### *D. Methodology of assignment*

10. The team of consultants shall review all available and relevant background information available, particularly related to energy issues and existing programs addressing the energy sector. The team will undertake field studies and will consult all relevant stakeholders, either individually or in focus group discussions. Consultant team can opt for field visits to ground truth their observations and consult with other institutions working in the sector, land managers and other stakeholders, as they deem necessary.

#### *E. Reporting lines and timeframe:*

11. The International Consultant will report and work under the overall supervision of the Regional Administrative Secretary, through the Project Technical Advisor. The International Lead Consultant will work with a local consultant that will be hired separately by the project, who will look into specific issues as guided by the TORs and the International Lead Consultant, and will report to the Lead Consultant.

12. Phase I will be conducted over a period of 40 person days spread out over a maximum period of 12 weeks. This includes preparation, inception report, consultations, desk- and field-work, draft report and final report as indicated in the Deliverables above. The International Consultant is responsible for the ultimate delivery of the outputs of the assignment. Phase II will be conducted over a period of 45 person days spread out over a maximum period of 6 months. This includes preparation, inception report, consultations, desk- and field-work, draft report and final report as indicated in the Deliverables above. The International Consultant is responsible for the ultimate delivery of the outputs of the assignment.

#### *F. Qualifications and experience:*

13. The international consultant will be the Team Leader should have the following qualifications and Experience:

- ◆ Education: Advanced university degree (Masters or higher level) in a discipline relevant to Natural Resources Management such as: Natural Resources Management, Forestry, Energy, Environment, Geography, etc.;
- ◆ Experience: Minimum of 7 years professional experience in energy and climate change issues as they relate to carbon credits, natural resources use and sustainable resources management;
- ◆ Skills in facilitation and coordination, with strong communication and inter-personal skills;
- ◆ Sound judgment and strong client and results orientation;
- ◆ Strong analytical and report writing abilities required;

**G. Competencies:**

- ◆ Is up to date with new developments, concepts and theories in the area of Energy and climate debate and actively seeks to stay abreast of these developments
- ◆ Understands rural development in Tanzania and can communicate in Kiswahili;
- ◆ Possesses expert knowledge of advanced concepts in natural resources management, a broad knowledge of related disciplines, as well as an in-depth knowledge of relevant organizational policies and procedures;
- ◆ Someone who can persuade, convince or influence others in order to have a specific impact or effect;
- ◆ Good ICT skills;
- ◆ Works with energy and a positive, constructive attitude;
- ◆ Demonstrates good oral and written communication skills;
- ◆ Results Orientation.