Contracting and Tender process

UNICEF Supply Division
Akthem Fourati, Chief, Medicines and Nutrition Centre
Jan Debyser, Contracts Manager
Andreas Tjornehoj, Contracts Officer
UNICEF Procurement Principles and Processes
UNICEF guiding procurement principles (1)

- Fairness, integrity and transparency through competition
  (clear & appropriate regulations/rules applied to all suppliers, fair 
  process, equal treatment of suppliers, transparent system)

- Economy and effectiveness
  (meet requirement in terms of quantity, quality, timeliness at the 
  right place. Economy = minimise cost; Effectiveness = meet end-
  user interest)

- Best value for money
  (Consider the optimal combination of factors in meeting end-user 
  needs; BVM does not mean lowest cost but best ROI)

- Promotion of objectives of UNICEF
  (fulfilling the mandate, goals and objectives)

Each UN organisation has a different mandate but all UN organisations share the same procurement principles
UNICEF guiding procurement principles (2)

- Purchases primarily from manufacturers and authorised representatives
- Evaluates and registers suppliers with which it does business
- Uses competitive tendering for all procurement (procurement policies)
- Invites an appropriate geographical range of suppliers to tender
- Purchases products that comply with recognised technical standards
- Does not purchase from companies employing child labour, nor manufacturers of land mines and their components (Supplier Code of Conduct)
- Does not purchase from companies found to have undertaken unethical, unprofessional or fraudulent activities (clause 7 of UNICEF’s GTCs on ethical standards)
Types of competition

• **Open**
  - Open competition / Maximised access
  - Public advertising of tender
  - All qualified can participate

• **Limited**
  - Open Request for Expression of Interest (REOI) or pre-qualification process
  - Predetermined qualifications for participation in the tender
  - Shortlisting

• **Direct procurement**
  - Waiver of competition as per exceptions defined in Financial Rules & Regulations (emergency, standardisation, sole source of supply…)
Ensuring equal treatment; no bias; ethics

- Contracting staff are governed by UNICEF Financial Rules and Regulations
- During tender process communication with suppliers is formal in accordance with tender instructions
- Bids/proposals are received and validated by an independent Bid Section – not Contracting staff
- UNICEF does not accept manufacturers to fund trips, hotels or offer gifts to UNICEF staff
- Business must be conducted during normal working hours
- Meetings must be with minimum two UNICEF staff members
- **GTC – Article 7 (Ethical Standards):** Anti-fraud, Anti-corruption, Safeguarding of Children, Sexual Exploitation and Abuse, Post-employment restrictions, Conflict of Interest Disclosure, Sanctions and suspension. **UNICEF may terminate a contract with immediate effect and no liability in case of breach of Article 7.**
Control and Oversight of Procurement Function

• Internal Oversight
  • UNICEF Financial Rules and Regulations
  • UNICEF Procurement Procedures
  • Ethical Code
  • Contracts Review Committee (independent from contracting staff)
  • Procurement Training and Certification of contracting staff

• External Oversight
  • UN External Audit
  • UNICEF Internal Audit
  • Donor specific country audits
How to become a supplier to UNICEF
Familiarise yourself with UNICEF Supply

Supply Annual Report 2017

Supply Annual Report 2017: Sustainable Access

In 2017, UNICEF procured $3.46 billion in supplies and services for children in 156 countries and areas. Partnerships, competition, and strategic procurement contributed to price reductions for vaccines and other supplies, saving $394.5 million for governments and donors.

Throughout the year, UNICEF’s focus on delivering sustainable access to life-saving commodities yielded results in health, education, protection and social inclusion. While uninterrupted and reliable supply addressed a wide range of needs for children and their families, strategic procurement and logistical approaches also contributed to social, economic and environmental sustainability. This was achieved through collaborations with industry, governments, partners and beneficiaries, and a dedicated and agile professional community in the UNICEF supply function.

The report breaks down key commodity groups and services, with detailed annexes identifying suppliers, service providers and procurement value.

PDF
To download a copy of the Annual report click here (pdf)

E-magazine
Find out how to become a supplier to UNICEF

UNICEF Supply Division is responsible for off-the-shelf procurement on behalf of UNICEF Country Offices, Headquarters and Procurement Services partners, and for oversight of all UNICEF procurement. UNICEF procured $3.128 billion worth of supplies and services in 2015 alone, including $2.46 billion worth of children's supplies and services.

UNICEF procurement supports UNICEF goals and priorities for children and women. UNICEF maintains the highest level of integrity in its procurement activities. The organisation evaluates and selects suppliers with which it does business. It also ensures that all potential suppliers are subject to the same conditions and that information received is confidential.

Information on key commodities, large contract awards, and top supplier countries can be found in the Supply Annual Report 2015. Please consult the Supply Catalogue for specifications for the 2,000 standard UNICEF commodities.

Suppliers should also refer to pages under the relevant programme areas, e.g., Immunization, Medicines, etc., where other useful information may be posted, such as details of supplier meetings.

Latest

Following changes to WHO's PEP guidelines, the HIV-1 antiretroviral PEP kit (99001000) has been discontinued and replaced with the HIV-2010 PEP kit (99401015). Please read the latest technical bulletin.

updated 30 January 2017

UNICEF requires suppliers and their employees to comply with the highest ethical and legal standards of conduct. UNICEF and the UN has a zero tolerance policy on gifts and hospitality. Suppliers are reminded not to send or offer gifts or hospitality to UNICEF personnel. Letters in English, French, and Spanish give more details and contact information.

updated 18 December 2015

WHO priority list of applications for prequalification of vaccines to fight major childhood diseases, such as rotavirus vaccines, pneumococcal disease,...
Find out what and how UNICEF procures

Supplies and Logistics

UNICEF supplies

The bulk of UNICEF's (global) procurement is for essential commodities for children. These include:

- Vaccines and immunization supplies
- Pharmaceuticals and medicines
- Medical supplies and equipment
- Educational supplies
- Therapeutic foods
- Vehicles
- IT equipment

The 3,000 (approximate) standard commodities procured by UNICEF are listed in the Supply Catalogue. The catalogue provides technical specifications for most items. UNICEF does not procure any type of used or second-hand merchandise.

Local Procurement

UNICEF Country Offices also procure a range of commodities. However, local procurement is not allowed for vaccines, auto-disable syringes, safety boxes (for disposal of injection equipment), pharmaceuticals, microelements, and therapeutic foods. Suppliers should contact their nearest UNICEF Country Office for further information.

Food and Clothing

UNICEF does not procure food, other than specific therapeutic foods for use in emergency situations. Generally, UNICEF does not procure clothing, except in limited quantities for very specific emergency situations.

Special Projects

In rare cases, UNICEF procures goods and services that fall outside the major commodity groups listed above. These goods are usually for special projects or emergency programming, and need to be procured at short notice. Please consult our Expressions of Interest on a regular basis for current requirements.

Procurement Policies

UNICEF follows the Common Guidelines for Procurement by Organizations in the UN System.

The objective of procurement activities within UNICEF is the timely acquisition of the right goods, works and services, while addressing:

- UNICEF's mandate;
- fairness, integrity and transparency, through competition;
- economy and effectiveness; and;
- sound value for money.

Further, UNICEF:

- only purchases goods and equipment to implement its mandate;
- purchases primarily from manufacturers and authorized representatives;
- evaluates and negotiates suppliers with whom it does business;
- uses primary contract bidding for all procurement;
- invites an appropriate geographical range of suppliers to tender;
- purchases products that comply with recognized technical standards;
- does not purchase from companies employing child labour, non-transparent and non-transparent players (see paragraphs below).

Procurement Services

UK Supplier Code of Conduct and the Global Compact

Companies doing business with the United Nations are required to accept and comply with the UK Supplier Code of Conduct.

Immunization

Health emergency supplies

MALNUTRITION

Children's Rights and Business Principles

The Children's Rights and Business Principles provide a strong moral and ethical framework that guides UNICEF in its work.

www.unicef.org/supply
<table>
<thead>
<tr>
<th>Link</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Login and New Registrations</td>
<td>Welcome to the UNGM</td>
</tr>
<tr>
<td>Business Opportunities</td>
<td></td>
</tr>
<tr>
<td>Tender Alert Service</td>
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<tr>
<td>UN Staff Area</td>
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<tr>
<td>Contract Awards</td>
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<td>Knowledge Centre</td>
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<td>About UNGM</td>
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<td>Terms &amp; Conditions</td>
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<tr>
<td>UNGM News &amp; Alerts</td>
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</table>
UNGM (2) – Registration details

Information required for each level of registration

Most UN organizations require vendors to register at basic level only. Some UN organizations may require vendors to provide documentation and additional information in lieu of qualifying the vendor for registration at Level 1 or 2. The level of registration and accompanying requirements are determined by the monetary value of potential contracts. The system is intuitive and will automatically only allow vendors to register for Level 1 and 2 with UN organizations which make use of these additional qualification levels.

Basic registration requirements
1. General information (name of company, licence number, address, telephone, details of contact persons, etc.).
2. Information on countries in which you do business.
3. Classification of your goods and services.

Level 1 requirements
4. Criteria 1-3 above.
5. Certificate of Incorporation or equivalent document verifying legal status/capacity.
6. Details and email addresses of at least three independent, non-affiliated references whom you have done business with.
7. Names of owners and principals (including parent company, subsidiaries/affiliates, CEO/Managing Director, and those with controlling interests, if applicable). The names of intermediaries, agents and/or consultants, (if any) used in relation to United Nations contracts or bids/proposals.

Level 2 requirements
8. Criteria 1-7 above.
9. Reference letters from three independent, non-affiliated clients/companies, you have done business with. Reference letters should be in English and from three independent, non-affiliated clients/companies whom you have sold products and/or services to during the last 12 months preferably with a description of project/work undertaken and date started/completed and value of project. Reference letters should be prepared/signed on the referee's letterhead paper and reference should refer to the entity that is seeking registration.
10. Financial documents (audited/certified financial statements or equivalent) for the last three years.
UNGM (3) – Participate in REOI, tenders & Subscribe to the Tender Alert Service

<table>
<thead>
<tr>
<th>Title</th>
<th>Deadline</th>
<th>UN organization</th>
<th>Type of notice</th>
<th>Reference</th>
<th>Beneficiary country/territory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of audio-visual production and support for UNHCR</td>
<td>26-Jun-2018 00:00 (GMT 0:00)</td>
<td>UN Secretariat</td>
<td>Request for EDI</td>
<td>EUNUNGO15217</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Provision of Duty-Free Post Exchange (PDX) Operation Services to the UN Field Missions in Africa</td>
<td>25-Jun-2018 00:00 (GMT 0:00)</td>
<td>UN Secretariat</td>
<td>Request for EDI</td>
<td>EUNPOY15216</td>
<td>Uganda</td>
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<td>Long-term Agreement/Contract for the Provision of Cleaning and Pest Control Services to ...</td>
<td>25-Jun-2018 00:00 (GMT 0:00)</td>
<td>UN Secretariat</td>
<td>Request for EDI</td>
<td>EUNUNPL15213</td>
<td>Lebanon</td>
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<td>Provision of Refrigerant Gases to the United Nations Mission in the Republic of South Sudan (UNMISS)</td>
<td>19-Jun-2018 00:00 (GMT 0:00)</td>
<td>UN Secretariat</td>
<td>Request for EDI</td>
<td>EUNUNMISS15214</td>
<td>South Sudan</td>
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</tbody>
</table>
Regularly check procurement opportunities

Supplies and Logistics

Tender Calendars

This page contains the plans for issuance of tenders by UNICEF SUPPLY DIVISION

Interested suppliers are encouraged to submit:

a) A covering letter expressing their interest in accordance with requirements in each bid plan.
b) Relevant information about their company (company profile)

N.B.: Companies interested in participating in any of the listed bidding exercises should be registered with the United Nations Global Marketplace. Visit the following website and follow the instructions to complete your firm’s registration:

www.ungm.org

- 2018 Tender Calendar - CCEOP
- 2018 Tender Calendar - Medical Devices
- 2018 Tender Calendar - Contracting Centre
- 2018 Tender Calendar - Nutrition Unit
- 2018 Tender Calendar - Project Support Goods
- 2018 Tender Calendar - Education Unit
- 2018 Tender Calendar - WASH Unit
- 2017-2020 Tender Calendar Vaccines

WWW.UNICEF.ORG/SUPPLY
Other useful tips

✓ Keep up-to-date information on your company and its products

✓ Familiarise yourself with the UN Supplier Code of Conduct and UNICEF’s General Terms and Conditions for the Procurement of Goods and the Contracting of Services: https://www.unicef.org/supply/index_procurement_policies.html

✓ Respond promptly to REOIs, enquiries or tenders launched by UNICEF

✓ Always respond to UNICEF when invited to submit an offer, even if you are not interested or in a position to participate in a tender, in order to keep your organisation on the active list

✓ Study tender documents carefully, ask for clarification if there is any uncertainty

✓ Ensure that your offer meets ALL requirements, including currency, quality certificates, financial statements, catalogues, submission forms etc., in the requested format and language

✓ Meet the submission deadline

✓ ... and don’t give up: developing and establishing contacts and business with UN agencies requires the same time as dealing with another new market
Supplier Monitoring
Key Performance Indicators

KPI 3

• 85% of international procurement orders delivered at port of entry at or within agreed upon TAD
  • TAD is agreed with requestor (UNICEF Country Office, outside partner)
  • Supplier is not held responsible for late arrival at port of entry, but late delivery from supplier will contribute to this

KPI 12

• 85% of all international supplier deliveries delivered on-time
  • Goods must be ready not more than ±5 working days from PO delivery date
  • For POs where delivery is requested ASAP, readiness more than 5 days prior to PO delivery date will not impact negatively on supplier performance
**Supplier scorecard**

**Performance metrics:**

- **Quantity**
  - ➔ No quantity discrepancy allowed for RUTF orders

- **Quality**
  - ➔ Based on Pre-Delivery Inspection

<table>
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<tr>
<th>Score</th>
<th>Description</th>
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<tbody>
<tr>
<td>100</td>
<td>No discrepancy/ Clean report</td>
</tr>
<tr>
<td>95</td>
<td>Minor, adverse comments</td>
</tr>
<tr>
<td>80</td>
<td>Major adverse comments</td>
</tr>
<tr>
<td>0</td>
<td>Rejection/ for re-inspection</td>
</tr>
</tbody>
</table>

- **Timeliness**
  - ➔ Submission of documents (Acknowledgement Form and Notification of Goods’ Readiness)
  - ➔ Delivery (readiness of goods)

**Please note:** The scorecard only covers offshore orders!
Upcoming tender: RUTF paste (and LNS-SQ)
Proposed objectives and strategy

Long-term objective of ensuring affordability and local availability of RUTF (and LNS-SQ) complying with specifications and quality standards, through:

- A diverse and geographically well-spread supplier base able to respond to programme needs, including emergency response
- A product of assured quality in line with international standards
- Enhanced price competition with the aim to reduce the cost (global WAP) of RUTF by (more than) 10% below the 2018 (ytd at tender closure) WAP by the end of 2020
- The procurement of RUTF with alternative ingredients/recipes for 5-10 countries by the end of the tender period. Products with alternative ingredients/recipes must be offered at a lower price than standard peanut version
- Sustaining the target of procuring >50% of RUTF quantities from manufacturers in programme countries
Considering the increasing maturity of the RUTF market, the UNICEF focus will be on consolidation of recent achievements and further cost reduction – 5 main cost drivers:

- **Commodity markets**: Limited control by manufacturers
- **Exchange rate fluctuations**: Not under the control of manufacturers
- **Predictable demand**: Erratic demand negatively affects cash flow and stock management
  - Improved forecasting, structural and domestic funding, integration into public health
  - Efficient communication to match supply and demand
- **Economies of scale**: Efficient utilization of available production capacity
  - UNICEF is not actively supporting expansion unless there is a strategic reason, i.e. contribution to scaling up CMAM coverage
  - Diversification of client base (reduce dependency on UNICEF orders)
  - Consolidation of production, collaboration with others
  - Price competition when 2 or more approved local producers in the same country
  - Regional supply: export opportunities for local manufacturers within economic blocs/free trade zones, to neighboring countries, following logistics corridors
- **Economies of scope**: Volume discounts on same commodity input used in diverse product portfolio
  - Diversification into other low moisture foods on same production lines and into other business areas
  - Consolidation of procurement of raw materials
UNICEF supports local production to ensure that countries can prevent and treat malnutrition within their borders, and move towards self-sufficiency.

Some manufacturers operating in programme countries face additional barriers of:

- Importation of majority of raw ingredients and packaging materials, often paid upfront
- Taxation of imported ingredients (while imported finished product is exempt)
- High borrowing costs to finance expansion/upgrades and working capital
- Limited availability of quality testing labs

Consider increasing proportion of locally sourced (alternative) ingredients

Limited control, but UNICEF country office can advocate for favourable tax environment

UNICEF cannot provide direct loans and/or equity investment, but has a publishing and convening role, connecting producers and banks/financing institutions
Solicitation and period covered

- Global tender for all UNICEF requirements for RUTF paste and LNS-SQ(*)
- Request for Expression of Interest (REOI) and Request for Proposal (RFP) in Q3 of 2018 – only manufacturers that express interest will be invited to the RFP
- New standard contractual texts apply
  https://www.unicef.org/supply/index_procurement_policies.html
- LTAs will be for maximum 2 years (2019 and 2020) to be issued by December 2018
- Fixed prices during LTA validity period but opportunity at the end of year 1 (Q4 of 2019) to improve(**) price and revise/propose (new) alternative formulations for RUTF

Notes:
(*) To optimize technical evaluation work for suppliers and UNICEF, the tender also includes LNS-SQ but expected volumes are small
(**) Suppliers are encouraged and allowed to improve financial offers at any time during the tender period
Tender contents

Bid documents include:

- Purpose and Background
- Instructions to Bidders
- Technical Requirements for Nutritional Products
- Contractual Provisions
- Link to UNICEF General Terms and Conditions (GTCs)
- Technical and Financial Proposal Forms (offer validity, currency, payment terms, unit price, lead time, manufacturing site, capacity, MOQ, weight & volume, costing sheet per MT, etc.)
- Finished product technical specifications

New suppliers: to be eligible to supply to UNICEF during tender period, submit at least commercial offer before deadline. Technical dossier and samples can follow later as plant/production are being developed
Needs and forecast

- Provisional indicative forecast:
  - 40-50,000 MT per year for RUTF paste (total demand)
  - 500-700 MT per year for LNS-SQ
- RFP and tender webinar will come with an updated forecast based on more procurement data for 2018, and input from NutriDash, Regional Offices, major receiving countries and countries with local manufacturers
- To be confirmed: white stock in WCAR, either at supplier’s premises or in third party premises
- Tender forecast is influenced by implementation of UNICEF Strategic Plan targets, funding availability, emergency context, the No Wasted Lives agenda for improved efficiency in SAM treatment
Specifications and standards

Composition

• Ready-to-Use Therapeutic Food not requiring mixing with water before application, to be used for treating severe acute malnutrition in children
• Standard peanut version (S0000240): Carton of 150 sachets of 92g, each delivering 520-550 kcal per 100g
• Alternative recipe (U239978): Carton of 150 sachets of 92g (+/- 10%), each delivering 520-550 kcal per 100g
• 2007 Joint Statement compositional guideline
• Evidence may be required for alternatives
Contractual Provisions

New standard contractual texts
• https://www.unicef.org/supply/index_procurement_policies.html

LTAs and LLTAs
• Target LTAs and LLTAs for RUTF based on forecasted quantities
  o Awarding of part of forecasted quantity amongst successful proposers
  o Balance to be allocated during tender period (shifting demand, new producers)
  o While the resulting LTA remains a non-binding agreement and final quantities to be procured under them are subject to change depending on demand, all efforts are made to honor the initial allocation resulting from the RFP
• Time-bound LTAs for LNS-SQ
• LTAs are managed by SD
• LLTAs are managed by UNICEF Country Offices with oversight by SD
Contractual Provisions

Currency
- USD or EUR
- For local supply: local currency or USD
- Offers are adjudicated in USD using UN exchange rate at RFP closing date

Payment terms
- 30 days net (from receipt of invoice)
- Early payment discount (indicate on proposal form)

Prices and discounts
- Offer of best possible price
- Only discount allowed is for (realistic/achievable) cumulative quantity

International Supply
- Currency (USD/EUR)
- Unit price (FCA palletized and containerized)
- FCA Delivery point

Local Supply
- Currency (local/USD)
- Unit price (EXW)
- Unit price (DAP UNICEF WH)
Technical submission

Bidders must provide the following:

• Product dossiers
• Completed Interagency Manufacturer and Product Questionnaires
• Product samples
• Information on stability studies
Requirements for Quality Assurance

Include, among other aspects:

- GMP inspections of manufacturing sites
- Pre-Delivery Inspections (PDI)
- Product testing by independent laboratories prior to dispatch
- Verification of Certificates of Analysis prior to shipment release
Proposal evaluation process

Proposals will be evaluated against their ability to support the objectives of the tender.

Evaluation will follow UNICEF standard procedure and will consist of two main reviews:

a) Review of mandatory requirements
b) Evaluation of Quantitative and Qualitative Data of the bid
Proposal evaluation process

a) **Review of mandatory requirements:**
   - Compliance with Instructions to Proposers
   - Compliance with Financial Requirement
   - UNICEF General Terms and Conditions
   - Currency of offer
   - Fixed and firm pricing, only cumulative discounts allowed
   - Technical and Manufacturing Standards

Failure to comply with the mandatory terms and conditions contained in this RFP, including the provision of all required information, may result in a Proposal being considered non-responsive and rejected without further consideration.
b) Evaluation of Quantitative and Qualitative Data of the bid:

Financial
- Price (FCA for offshore and/or EXW/DAP for local)
- Freight cost to be added to FCA to calculate landed cost
- EXW price for local must be comparable to landed cost for importation
- Payment Terms and Cumulative Discounts

Location, capacity and delivery
- Location in programme country
- Offered quantity and capacity (established and realistic)
- Volume of buffer stock
- Regional supply: export opportunities for local manufacturers within economic blocs/free trade zones, to neighboring countries following logistics corridors
- Delivery times
Proposal evaluation process (2)

b) Evaluation of Quantitative and Qualitative Data of the bid:

**Plant and product**
- Product characteristics
- Manufacturing facility
- Patent

**Track record**
- Responsiveness to RFP
- Past performance (KPIs, scorecard)
- Experience in manufacturing food and RUTF and quality assurance
- Account Management
Contract awards

- **Basis for awards:** awards of the projected quantity will be made to multiple manufacturers on the basis of the “most responsive evaluated proposal” as per evaluation criteria.

- Awarded quantities do not represent a commitment but UNICEF will try to meet the awarded target.

- Offers for products under development or which require modifications to meet standards will be considered if deemed of interest to achieve tender objectives.

- Based on an assessment of the timeliness of product availability, part of the forecast could be left not allocated at the time of the initial award. Upon further review of product development timelines, awards would be made to distribute non allocated quantities to new companies or to those that already have LTA.
Contract awards

- The tender outcome is reviewed by an internal independent body (Contracts Review Committee) who recommends approval to Director, Supply Division
- Commercial risks are considered (Supplier Evaluation Unit)
- LTAs are followed by individual Purchase Orders (POs)
- All Proposers will receive a written notification regarding the results of their proposal
- UNICEF publishes LTA awards via the following information on the UNICEF website: Supplier name, product, duration of award, and total award value
- Additionally, the RUTF price information already published will be updated with unit price per supplier as per awarded LTAs
## Planned Tender Timeline

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>Pre-tender meeting</td>
<td>11-12 June 2018</td>
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<tr>
<td>REOI</td>
<td>July 2018</td>
</tr>
<tr>
<td>Issuance of Tender</td>
<td>Q3 of 2018</td>
</tr>
<tr>
<td>Tender webinar</td>
<td>1-2 weeks after tender launch</td>
</tr>
<tr>
<td>Closing of tender</td>
<td>1 month after issuance</td>
</tr>
<tr>
<td>Clarifications and evaluation</td>
<td>October – November 2018</td>
</tr>
<tr>
<td>Award and LTAs</td>
<td>December 2018</td>
</tr>
<tr>
<td>LTAs start</td>
<td>1 January 2019</td>
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Thank You