## **Bid Queries: RFP for Outsourcing of CPV Services in Sri Lanka**

S. No.	Clause details	Description in RFP	Query	Reply
1.	Chapter – I Point 3, Page 3	The proposal of the bidding company will constitute an offer to enter into a contract with the Mission, based on the terms and conditions stated in this RFP. The proposal may form part of the final contractual documentation if the bidding company is invited by the Mission to enter into an Agreement. The Agreement inter alia will include provisions for the SP to adhere to all local laws applicable to the operation of the ICAC, including on employment of staff and their remuneration, banking operations, environment, safety, insurance, privacy, payment of local taxes, etc.	Does this clause indicate that the SP should ensure that for staff employment and remuneration, banking operations, environment, safety, insurance, privacy, and local tax payments strict adherence to all local laws and requirements be a mandatory condition when quoting the Single Service Fee?	Yes.
2.	CHAPTER I: Point 1, Page 3	The award of the Contract will be, as per provisions indicated in the succeeding paragraphs, on the L1 basis of Financial Bids in the two-tier tender process consisting of Technical Bids and Financial Bids.	Please advise how will the Authority ensure that the price quoted by any bidder is viable?	RFP provision for selection is minimum technical qualification score and L1 criteria only.
3.	CHAPTER I: Point 06 Page no. 04	In the event of the rollout of chip-enabled e-passport services by the Ministry, the SP shall be responsible for the enrolment and capture of ten-finger and facial biometric data of the applicants, as prescribed by the Indian Mission/Posts. In that case the Mission & Posts in coordination with Gol's National Informatics Centre (NIC), will provide necessary biometric capturing software for the purpose while the hardware shall be the responsibility of the SP as per the standards prescribed by NIC. No request/ claim for any hardware and its installation would be entertained under any	We kindly request you to provide us with complete technical specifications for the hardware and its installation. This information is necessary for us to include in our price bid. At this time, we do not have any clarification regarding the quantity, technical specifications, or any other hardware/ software requirements.  The service fee depends on various factors, such as the index prices of the country. Since we are unsure of when chip-enabled e-passport services will be implemented by the Ministry, we kindly request that this requirement be removed	Technical specification of the hardware may be referred to in Chapter VII and Annexure A-B respectively. Quantity of hardware planning is for bidder to make, taking into account anticipated applicants to be served daily, number of counters, redundancy etc.

4.	Chapter I: Clause 8 Page 5	circumstances during the period of contract.  Hence the rates should be quoted with these provisions in mind. The SP shall coordinate with the Mission/Posts and NIC or any other agency authorized by the Ministry to put in place seamless procedures for this purpose.  The Mission/Post handled approximately 319807 no. of services/ transactionsduring the three years from Jan-2022 to Dec-2024 (equivalent to 370 transactions/services per working day, assuming 288 working days in a year.	from the current Request for Proposal (RFP).  Please be kind to share the transactions Centre wise details during the three years from Jan-2022 to Dec-2024.	A separate Corrigendum is being issued.
5.	Chapter III, Clause (vi) Page 10	Instructions to Bidders  (vi) Bidding companies having outstanding penalties levied by the Indian Mission/Post as per the provisions of the Agreement payable to Missions/Posts/MEA, shall not be considered.	1. Please clarify whether Bidding companies that have received a Show cause notice for levying of penalties/notice demanding penalties are eligible to bid in the present RFP if the Bidding company in question has responded to the Show cause notice for levying of penalties/notice demanding penalties and a final communication qua said penalties has not been received from the Mission/Post MEA.  2. Please clarify whether Bidding companies who have challenged the levying of any particular penalties against them whether before Mission/Post MEA or before a court or before an arbitral tribunal are eligible to bid?	The proposal of Bidding companies that have outstanding penalties levied by any Indian Mission/post shall not be considered and summarilyrejected.  Provisionof the RFP will be applied to all, appeal or otherwise of outstanding penalty cases in earlier contracts of respective bidders.
6.	Chapter III Point No. xii, Page No. 11	EMD and other Bank Guarantees (BGs) can be furnished through SWIFT (including e-Bank guarantee)	Details of the Embassy Bank account duly mentioning Account No / Address of Bank / Details of swift / IBAN  OR	Details of the bank account will be shared through email with companies who have shared their organizational profile with admn3.colombo@mea.gov.i

			Can The BG be issued in Physical format from a Sri Lankan Bank (Accredited by The Central Bank	n
7.	Chapter V: Mandatory Eligibility Criteria	The Bidding Company shall provide audited financial information certified by an external auditing agency to substantiate the claim of its turnover	Please be kind to clarify about the external audit agency which will be acceptable to the Mission.	A registered and reputable audit agency in Sri Lanka or country of operations of the bidder is acceptable.
	Point (ii) and (iii) and Annexure –D 1, 2 and 3			
	Page 16, 17, 93			
8.	Chapter V, clause 1 (x):" Page 17	"The Bidding Company must provide certification that its operations are compliant with local labour laws and the relevant tax regime and shall continue to be compliant with such regime."	1. As the operations of the bidding company would only stand initiated post the award of the tender, would a bidder whose bid is unable meet viability standards based on local labour laws read with labour requirements as stipulated in the present RFP, stand to be declared as non-responsive. Further, what would be the procedure for such determination?  2. Kindly clarify from whom the said certificate is to be obtained.	1.The only criteria for selection of SP is minimum technical qualification as per provisions of RFP and L1 criteria.  2. Self-certification by the bidder.
9.	Chapter V: (I) &(iii)/Mandatory Eligibility Criteria Page no. 16-18	The average annual turnover of the Bidding Company during the last three years (Jan 2021-Dec 2023) must be at least US\$ 5,00,000 excluding any subsidy or financial help in any manner received from the local govt. or entity or organization or NGO. The Bidding Company shall provide audited information certified by an external auditing agency to substantiate the claim of its turnover. In the case of joint ventures, information must be provided for both the partners of the joint venture and a	The RFP requires average turnover of the Bidding company on the basis of calendar Year during the last three years (Jan 2021-Dec 2023). However, in India, balance sheets are typically prepared on a financial year basis, starting from April 1 <sup>st</sup> and ending on March 31 <sup>st</sup> . In order to present the financial data for each calendar year, as desired in the RFP, please confirm if a certificate from a Chartered Accountant verifying the accuracy of the audited data for calendar years is acceptable.	The Mission would accept audited balance sheets on the basis of the prevalent accounting year of the country where the company is registered.

		copy of their joint venture agreement.		
10.	Chapter V: Mandatory Eligibility Criteria (a) III Page No. 16	Conversion rate from US\$ to INR	We kindly request you to confirm the applicable years for the conversion rate of US\$ to INR for calculating the equivalent value of Turnover and Net Worth during the respective calendar years for Jan 2021 - Dec 2023, as mentioned in the RFP.	Bidders may submit information based on US\$/INR conversion rate as per RBI/Central Bank of the country in respective years.
11.	Chapter VII, Point xi, Page 22	The SP is required to set up a new Indian Consular Application Center (ICAC) in prominent locations as specified in the following table under the jurisdiction of Mission/Post, in well-connected commercial complexes with ample parking facilities for applicants.	Please advise what constitutes a <u>new</u> ICAC in terms of the RFP?	New ICAC is self- explanatory. Selected SP has to secure premium location as offered in its technical bid, including new physical infrastructure, hardware, furniture, equipment etc.
12.	Chapter VII, Clause 1 (A) (xi) (a): Page 22	"The SP is required to set up a new Indian Consular Application Center (ICAC) in prominent locations as specified in the following table under the jurisdiction of Mission/Post, in well connected commercial complexes with ample parking facilities for applicants. The proposed locations for the ICACs should have an area of minimum office space as specified in the tablebelow sufficient for Reception desk/counters/workstation/walk-in applicants, seating of waiting people, space for smooth movement of incoming and outgoing visitors, separate exit/entry to ensure smooth flow of people, etc."	Are the bidders required to advance documents/calculations supporting the financial viability of any 'service fee' so submitted by the bidder, to show that the same is sufficient to finance not only the market rental values for the requisite ICACs and meet the specified requirements? If there are no such documents to be provided by the prospective bidders, how will the tendering authority determine this aspect?	The selection criteria as defined in the RFP is as per L1 basis only.  The bidder is required to submit its financial bid, strictly as per the Annexure-K of the RFP.  Quality of implementation and technical solution offered will be measured against service level metrics as defined in the RFP.
13.	Chapter VII Clause (xi) (b) Page 23	Apart from the minimum staff strength mentioned in the above table, The SP shall also provide a minimum of 3 staff to facilitate the backend coordination and to ensure the smooth functioning of ICACs. Failure of SP to provide the requisite counters and staff at ICACs as prescribed above will lead to penalty as prescribed under Chapter XI of the RFP.	Please advise the requirement for two backend staff applies to each location individually or if only two staff are needed at the country level? Additionally, where should they be placed?  What should be their minimum grades Is there a mandatory requirement to have these staff in each centre, irrespective of size.	The backend staff as clearly mentioned in RFP, is for backend coordination only at the country level. Their qualification should be credible enough for backend supervisory role.

			What should their educational requirements be?	
14.	Chapter VII: Clause: 1-A. (xi) Page No. 22-23	Indian Consular Application Center (ICAC): Minimum Area of ICAC in Sq. ft.	The minimum area of each ICAC to be established is on the very higher side, especially keeping in view the fact that the separate Optional Services and Premium Lounge Services have been removed from this present RFP that might have necessital large space requirements.  We would request clarification for the big spaces requirement for the various ICACs and also request rationalization of space requirements on the basis of counters required.	The requirements as mentioned in the RFP are to be met by the bidders.
15.	Chapter VII, point No xi page No 24	In Note under point (c) SP shall also operate on a regular basis an exclusive submission counter at the Mission in Colombo and Posts in Kandy, Hambantota and Jaffna with an adequate number of Mission in Colombo and Posts in Kandy, Hambantota and Jaffna with an adequate number of staff for processing the applications of special cases.	Please indicate as to how many staff will be required for this for Processing the special cases and IS it required for all centers.	Exclusive counters at all Consulates/AHC/High Commission in Colombo are required on all working days.
16.	Chapter VII, Point (X) (d) (vi), Page 28	Easy cancelling and rescheduling of appointments	Please advise what is the cancellation criteria after which a refund of the service fee would not be applicable. e.g. 48 hours? Also, what is the expected number of rescheduling of an appointment to be allowed and the timeline of allowing a reschedule before the appointment date.	The refund criteria have been clearly outlined in Chapter VII, Page 31. Applicants should be given at least 3 attempts to reschedule/cancel their appointment without charging any fees.
17.	Chapter VII: Clause X (b) Page 28	The SP shall also maintain the turnaround time of 30 minutes for any applicant from token generation to acceptance of application and payment at the counter of ICAC.	The Tender specifies the turnaround time for 30 minutes and as per our understanding, the turnaround time will be only for submitting the application and a separate time would be allotted for	30-minute turnaround time is the standard requirement for the processingof applications, which includes capturing photographs and

			form filing, photocopy, photograph services	providing photocopies as well.Separate time could be considered for Form filling if required.
18.	Chapter VII: Clause G € Page 35	Despatch the document(s)/passport/ PCC to applicants via courier in a secured manner on the same day (or the next working day in case of delayed receipt).	Please be kind to clarify if the courier service is mandatory or optional?	Courier service is a mandatory deliverable to be provided by the SP, with the option for applicant to collect passport/document from ICACs.
19.	Chapter VII, Clause 1. I (vi), Page 37	The application submitted directly at Indian post will be handed over with supporting documents to SP. SP shall scan, digitizesuch process will be completed in 3 days?	How will SP be compensated for the said service?	Exclusive counter has to be maintained at Mission and Consulates, extending photo, biometric, document submission and fee submission facilities.
20.	Chapter VII: Clause 1 (T) Page No. 43	Consular Camps: The SP may be required by the Mission / Post to organize Consular Camps at any location within the consular jurisdiction of the Mission / Post(s) at no additional cost to the Government of India / Mission/ Post or applicants. SP will be required to provide services, including scrutiny of applications for consular/ Passport/ Visa / PCC / GEP Verification / Miscellaneous Attestation etc., and acceptance of fees. The same Service Fee should be levied on applicants. No additional service charge will be paid to the SP. These camps are to be organized in cities other than the location of the Centres. The SP should quote financial bid keeping in mind this aspect and SP will not be allowed to charge any additional cost from anyone [either from the applicant or Mission/Post/Ministry]	Since the organisation of consular camps is a requirement in addition to regular ICAC centers, the following information is kindly requested:  1. Manpower & Resource Requirements:  a) Number of personnel required for consular camp operations. b) Number of applications anticipated to be processed at each camp. c) Number of camps to be conducted per year.  2. Camp Organization & Logistics: (a) Kindly provide logistics for proposed organization and conducting of consular camps. (b) Kindly specify the typical duration of each consular camp. 3. Infrastructure & Space Requirements: Please indicate the modalities for space	The hardware and manpower requirement for all Consular Camps will remain same as for any visa, passport, OCI, consular applications. Number of Consular Camps and applications cannot be predicted. SP will be informed in advance of anticipated applications for planning manpower and hardware logistics for a camp.

21.	Chapter VII Point No 1(T), Page No 43	Consular Camps	requirements or infrastructure that is needed for the successful operation of a consular camp.  How many consular camps will be conducted during a calendar year?	Number of Consular Camps cannot be predicted.
22.	Chapter VII, Point 2(O), Page 45	Information on website	Languages not defined for maintaining the website. What languages are mandatory?	English.
23.	Chapter VII: Point 3 (I) Page 46	Application Facilitating Services at ICACs.  32) SP shall provide, at no additional cost/charge, the following four Application Facilitating Services, to applicants submitting consular applications at ICACs.  1) Photocopy 2) Photographs 3) Form Filing 4) Courier Service	Please be kind to clarify the total revenue of photocopy, photograph, form filing and courier services availed by the applicants in the last three years for the purpose of calculation of the financial bid.	No such data is available with the High Commission.
24.	Chapter XI Point 41 Page 67,	Personal Records (PII Data)	Please advise purging policy for Personal data for the applicant.	Data handling and storage requirements are explicitly mentioned in the RFP. Please refer.
25.	Chapter XIV, Point No. 1(ii) Page No. 74	Envelop 2: A separate closed envelope containing the Technical Bid comprising of Bid Cover Letter and Declaration (Annex-F), Mandatory Eligibility Criteria (Annex-D), Technical Bid (Annex-J) and a Declaration by the Bidder (Annex-E). All these annexures should be duly filled in Four Copies of technical bid. To be	Kindly advise how many original copies of technical bid are required.  Is it One Original and balance Three Copies as Photocopies.	One copy of the Technical Bid should be in original and Three copies in duplicate.

		enclosed.		
26.	Chapter XIV, Point No 1(iv) Page No 74	The proposal must contain the information required by the RFP, in the original signed.	Can the BID docs be signed by DSC or physical signatures are required.	Physical signatures are required.
27.	Chapter XV, Para B (II)(b) Page 76	Before the opening of the Financial Bids, the marks obtained by the various bidders in the Technical Bid stage will be communicated by email.	For the sake of transparency, will the Mission also provide the scores provided to the bidder for each of the respective items in the technical bid?	The total cumulative technical bid score of each bidder will be informed by email.  (As is stated in RFP)
28.	Chapter XV, Clause B (II) € Page 77	"The Lowest Financial Bid (L1) will be determined based on the Service Fee quoted by the bidders, as per Annexure-K of this RFP. The bidder who has quoted the lowest 'Service Fee' will be ranked as L1 and the contract will be awarded to the L1. In the case of a tie, where more than one company has quoted the same Service Fee, the Bidding Company graded higher in the evaluation of Technical Bids will be declared L1."	1. On the date on which the financial bids are opened, is the bidder with the lowest financial bid automatically ranked as "L1" and resultantly automatically the bidder to whom the award/contract shall be granted? Are no viability studies/analysis to be conducted by the MEA/Mission against the financial bids of the technically responsive bidders, to ensure that the lowest financial bid is a value which can validly and viably provide the services stipulated in the RFP and meet the quality stipulations of the same, as also defined in the RFP?	Opening of Financial Bids shall not construe to be declaration of "L1". Results of Financial Bids will be declared subsequently after necessary internal process, based on L1 criteria only.
29.	Part III: TECHNICAL BID EVALUATION PROFORMA D) Sr. No. 1 (a) Page No. 115- 116	Location of the ICAC: Marks will be given as per the Mission's judgment on the basis of information provided by the bidding company. The offer that provides the best locations for ICACs in terms of easy and convenient access through public transport, prime location and proximity to the Mission etc. will be given the highest mark 08, and the others will be given a lower mark on a relative basis to the best offer.	We kindly seek clarification on the terms 'Prime Location' and 'Proximity' as used in scoring criteria/ remarks in the TECHNICAL BID EVALUATION PROFORMA.  Prime Location: Please elaborate what will be deemed as constituting a 'Prime Location' for the purposes of this tender:  Proximity: Since the Proximity may be assessed based on the following criteria:	The RFP provision and the evaluation criteria on location of ICAC is self-explanatory. Evaluation will be done based on relative quality of offers of various bidders.

30.	Part III: TECHNICAL BID EVALUATION PROFORMA D) Sr. No. 1 (b) Page No. 116	Parking facilities with capacity and type of parking  5 Marks- Exclusive Parking with adequate slots in ICAC 4-Marks- Adequate parking slots in or near ICAC Less than 4 Marks – for Inadequate slots/slots not closer to ICAC	High Proximity km Medium Proximity km Low Proximity km Please confirm, if there is any minimum benchmark in terms of kilometres for the purpose of evaluation of proximity.  Kindly provide clarification on the definition and scope of "Exclusive Parking" as outlined in the tender.  • Definition of Exclusive Parking: • Number of Exclusive Parking Slots:  a) A confirmation of the number of parking slots to be categorized as "Exclusive Parking" is requested.  b) The number of parking slots to be categorized as exclusive parking is also requested.  c) This information is crucial for bidders to accurately assess project requirements and submit competitive bids.  A prompt response to this 9larificationn is requested to enable the bidders to incorporate this information into their bids.	Exclusive parking means parking space exclusively reserved for applicants visiting ICAC. Bidders are to arrive at the number of parking slots as per the number of applicants anticipated to visit ICAC and based on existing local norms. Marks under Technical Bid Evaluation will be awarded based on the information/presentation provided by the bidder.
31.	Part III:	Provision of Application	Please be kind to clarify what	Necessary counter,
	Technical Bid Evaluation	Facilitating Services at ICACs	explanation/solution for the provision of Application Facilitation Services is	hardware and manpower facilities have to be
	Proforma,	Photocopying	expected from the Service provider. This will enable us to incorporate the	provisioned for Application Facilitating services such
	Point 4 (a)	Photograph	necessary details into our Technical Bid	asPhotograph, photocopy,
	Page 117	Form Filling	accordingly.	form filling etc. Refer to Chapter VII, Para (3)
		Courier Services		As regards Courier service,
		Refer to Chapter VII, para (3) of the RFP		Bidder has to provide

		(7 marks)		information regarding the courier despatch process, the courier company to be hired, etc., in its technical bid.
				Technical Bid evaluation marks will be awarded, based on the solution/explanation provided by the bidder, as per Annexure J (Part-III) of the RFP
32.	Part III: Technical Bid Evaluation Performa, Point 9 Page 121	Reputation of the bidding company in the market and quality of non-GOI client list and references received from them.	Please be kind to clarify the Reference Letters provided to the bidding company by foreign client governments will be considered in assessing market reputation	Reputation will be assessed based on past association with corporate and non-GOI clients including foreign governments.
33.	Annexure C Page 91	In the section on the organization profile form and the notes referring to the declaration or certificate required as per Annexure C	Could you kindly confirm whether any additional declarations or certificates are needed apart from the organization profile and references?	The requirement of declarations and certificates have been extensively mentioned in the RFP.
34.	Annexure H Note 1 page No 105	Bidder should ensure that the seal and Code No of the signatory is put by the bankers before submission of BG.	IF the BG is furnished through SWIFT (including e-Bank guarantee) hence affixing of bank seal may not be possible. Pls clarify on the same.	e-BG and SWIFT transactions will be accepted as per banking norms.
35.	Annexure H Note 2 page No 105	Stamp paper is required for BG issued by the Banks located in India	Since the BG can be furnished through SWIFT (including e-Bank guarantee) hence Stamp paper requirement does not exist. Pls clarify on the same.	e-BG and SWIFT transactions will be accepted as per banking norms.
36.	Annexure K Page 122	Regarding the financial bid, we have noted that only the Service Fee is	1. Could you please clarify whether we are required to provide detailed calculations on how we arrive at the	Please refer to Financial Bid format as per RFP. No other calculation sheet has

		mentioned.	bidding cost based on the services required as per the RFP?  2. As only four additional services are included in the service fee, could the mission allow us to offer the following value-added services to customers for their convenience?  (I) Translation services  (II) Indian CPV Services @ Your Doorstep	been requested.  2.Value added services are not allowed as per RFP.
37.	Annexure: K, Financial Bid Page 122 Annexure-K,	Note: Proforma of Service Fee is to be filled correctly, without any omission. Any vague details /no response may lead to rejection of the bid.  Financial Bid	If there is just one consolidated Service Fee to be quoted by the bidder. Please advise what specific details are considered under vague here. and what are mandatorily required to be shared.  1. Please be kind to clarify how the	Onlya singularService Fee has to be as per Annexure K.  Bidders need to factor in
30.	Page 122	Note: 1 – Service Fee quoted above is the 'Service Fee per application' payable to the Service Provider. Bidder shall quote the Service Fee as per deliverables of the RFP including digitization and indexation of documents, enrolment of fingerprint biometrics, facial Biometric capture, and provision of four Application Facilitating Services viz, photocopying, photographs, Form filling, and Courier Services.	charges for the courier services to be computed given they vary based on distance and local circumstances.  2. Please be kind to clarify whether an average of the courier rates is to be taken or a separate disclosure is to be made qua the differential courier rates and ultimately differential service fees.	courier charges, variability of distances amongst otherfactors to offer a singular all inclusive service fee.
39.	Annexure-K, Page 122	Financial Bid  Note: 1 – Service Fee quoted above is the 'Service Fee per application' payable to the Service Provider. Bidder shall quote the Service Fee as per deliverables of the RFP including digitization and indexation of documents, enrolment of fingerprint biometrics, facial Biometric capture, and	If the Service Fee has multiple components including digitization and indexation of documents, enrolment of fingerprint biometrics, facial Biometric capture, and provision of four Application Facilitating Services viz, photocopying, photographs, Form filling, and Courier Services, please clarify how is the	A singular all-inclusiveservice fee has to be quoted as per Annexure K, regardless of applicant availing any or all of the application facilitation services.

		provision of four Application Facilitating Services viz, photocopying, photographs, Form filling, and Courier Services.	service fee to be quoted if for instance an applicant does not avail any or all of the 4 Application Facilitation Services.	
40.	General Query	Mission has provided the application count category wise for past three years	Mission has provided us the volumes for past three years, can the mission provide the guidelines on the projected application volume for the next three year alia contractual period	Bidders are requested to refer only to past application numbers and make their own assessment of projections.
41.	General Query	Responsibility of Handling applications during the transition period.	We shall be grateful if the transition period and modalities for handling applications during the transition period are clarified.	There shall be no period of overlap between the existing service providers and the new service provider.
				Bidders should factor-in anticipated cost for legacy applications during the initial period of operations
42.	General Query	Utilize the services of a subcontractor for a specific category.	We kindly request confirmation if is it possible to utilize the services of a subcontractor for a specific category of ancillary service.	Only for courier and security services, SP can engage reputed companies registered in the country.
43.	General Query	Contract Period	Require amendment. See Chapter XVII (P.S Validity of Agreement)  Para 1 clearly stipulates that the Agreement shall be valid for 3 years from the date of signing of the Agreement. Instead the following may be proposed:  As is, this is a 3 year fixed term Agreement, unlikely the earlier RFPs that provided flexibility for extension incase the need arise or the circumstances demand. The present formulation does	The RFP provision for contract period remains as published.

			not allow the possibility of extension. It is therefore, proposed that the Para I may be modified to incorporate flexibility and allow discretion to the Mission for the extension of the Agreement after the completion of 3-year term.	
44.	General Query	Backlog of Services from the incumbent service provider.	Kindly confirm that the cost associated with addressing this backlog is not included in the bid price and constitutes a separate and excluded expense to be reimbursed by the mission.	There shall be no period of overlap between the existing service providers and the new service provider.
				Bidders should factor-in anticipated cost for legacy applications during the initial period of operations
45.	General Query	Average Number of Pages Per Application	Kindly confirm that the average number of pages per application to be digitized by the digitization center to accurately estimate resource requirements and submit competitive bids.	Bidders are requested to make their own assessment, referring to supporting document requirements published on High Commission's website for visa, passport, OCI etc.

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