

THE DIGITAL MALAWI PROGRAM PHASE I: DIGITAL FOUNDATIONS PROJECT

CREDIT NUMBER:

60500MW

PROJECT NUMBER:

P160533

Request for Proposals

Non-Consulting Services

ТО

Host Grant Manual Activities and its related services

RFB No.:	MW-PPPC-GRANT_MANUAL/1/-NC-RFB		
Project:	The Digital Malawi Program Phase I: Digital Foundations		
	Project		
Contract title:	Digital Skills and Innovation Grants		
Employer:	The Public Private Partnership Commission		
Country:	Malawi		
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1. INTRODUCTION

It is evident enough that Malawi is one of the lacking countries when it comes to technology with less and poor IT infrastructure, high ICT illiteracy rate and no proper policies put in place to regulate our ICT ecosystem. It is through this that the Government of Malawi with Financing of a credit from the World Bank is implementing a Digital Malawi Phase I Program: Digital Foundations Project through the Public Private Partnership Commission (PPPC) with a budget of US\$72.4M to eradicate some of the technological challenges the country is facing. We believe this will be achieved with a focus on three main components; Digital Ecosystem, Digital Connectivity and Digital Platforms.

1.1. Digital Ecosystems

Digital ecosystem focuses on the policies, legislations and regulations that govern the ICT sector as well as building digital Skills among the public to capacitate them in the operationalization of the Digital infrastructure. The Government through this project has capacitated over 4000 people (youths and women, the public servants etc). It has also implemented a few policies such as Electronic Transaction and Cyber Security (Amendment) bill and Access to Information (Amendment) bill as it is also finalizing the Data Protection bill.

1.2. Digital Connectivity

This component is focusing on connecting the country with a high speed and reliable network through different initiatives such as the free Wi-Fi, PP Connectivity, Rural Broadband and MAREN.

1.3. Digital Platforms

As one way of getting rid of manual operations, the Digital Platforms component is focusing on digitizing government operations such as the Electronic Document and Management System, eProcurement system etc.

2. OBJECTIVES

Digital Skills illiteracy is one of the challenges in the country that has seen most youths and women failing to operationalize the digital infrastructure and also adapting new technology trends. A digital skills gap assessment was carried out in 2021 to assess the country's digital skills gap both in schools and in the workplace. From the survey;

- On an average, only 44% of Malawi's population possesses the foundational skills required to leverage digital technology and digital dividend.
- It was found that 60% of the population lacks the competency to operate a computer and access the internet on their mobile device.
- It was also concluded that a broad range of intermediate digital skills and competencies are required to make use of digital technologies in a meaningful and beneficial way. These skills highlight the foundational importance of 'technical fluency' required to use digital devices and software as well as to access information.
- The results also indicate that more than 40% of the Malawian population can be classified as having no competency on any dimension of the information and data literacy skills.
- 65% of the citizens have shown limitation in their ability to retrieve information online.
- Only 40% of the citizens were seen to be able to use internet services to collaborate and communicate through internet-based calls, emails, and share information online.
- Less than 40% of the citizens expressed that they could access and fill up online forms and applications to avail services etc
- More than half of the population covered didn't know how to perform digital transactions
- Less than 30% of the citizens covered reported to have awareness about digital rights and knowledge about online safety precautions
- As far as advanced skills are concerned, only 25% of the respondents had either ICT specialized skills, programming skills, skills on big data, machine learning, artificial intelligence etc

With the above stated the digital Malawi project is implementing the Digital Skills Innovations and Entrepreneurship Second Phase Grants to train and upskill the public in digitals skills, digital entrepreurship, mass ICT literacy and Innovations. The initiative is targeting the most vulnerable and needy youth, women and the elderly in rural and remote areas of the country.

The project has so far trained 2000 youths and women in the current ongoing first phase of the Digital Skills Entrepreneurship and Innovations Grants, through six Technology Hubs.

3. TARGETED SCOPE

Through the second phase of the Digital Skills Entrepreneurship and Innovations Grants, it is expected that at least 4000 youths/women and the elderly will be trained in different

digital skills courses, mass ICT Literacy and digital entrepreneurship through this initiative. Some of the suggested training areas include;

RECOMMENDED ACTIVITIES FOR THE DIGITAL SKILLS GRANTS	PRIORITY
Digital Skills Training (short and long term)	Yes
e.g. Computer Basics, Web Programming, Big Data, Artificial	105
Intelligence, e-lancing, Digital Marketing, Graphics Design, IoT etc	
Incubating Digital Start-ups	Yes
Incubating non-Digital Start-ups (with digital elements)	Yes
Acceleration for best start-ups in the ecosystem	Yes
	Yes
Organization of Multi-stakeholder, national-level conferences	Yes
Online learning, collaboration and discussions	
Women-only digital skills & entrepreneurship programmes	Yes
Mentorship by successful entrepreneurs and investors	Yes
Technical and business skills training	Yes
Leadership and Soft Skills Training	Yes
Networking, e.g., thematic presentations followed by informal discussions	Yes
Competitions to identify most promising start-ups e.g. Pitching	Yes
Thought Leadership & Management Consultancy Services	Yes
Office and co-working spaces at subsidized costs for limited periods of time	Yes
Mobile app testing facilities and research and development	Optional
Formal incubation program	Yes
Assistance with marketing apps (e.g. advice on pricing, delivery channels)	Optional
Assistance with access to early-stage finance in terms of sub-grants and investor networks	Yes
Sub-grants to digital entrepreneurs	Yes
Access to seed funding	Yes
Mass literacy in ;	Yes
a) Mobile Money Services	
b) ATM usage	
c) Cybersecurity and financial scams	
d) Phone applications and web applications	
e) Accessing online trusted information i.e. trusted websites	
f) Egronomy	
g) Emarketing	Ontin 1
Any other ICT related activities	Optional
COVID-19 responsive	Yes

Table 1: Recommended Activities

The targeted scope is expected to be met through Malawian registered and operationalized technology hubs, NGOs and Institutions with the required capacity and skills. The intended beneficiaries for this initiative are the less privileged and marginalized children/youth and women in rural and remote areas with age ranges from as low as 6 years to 35 years for the Digital Skills Training and Innovations and 15 years to 35 for entrepreneurship trainings. Mass ICT Literacy will focus on the elderly and a wider range of the Mass.

4. DIGITAL SKILLS GRANTS

A total amount of US\$1.6 million has been put aside for this initiative with a disbursement of not more than \$250 000.00 inform of a grant to each successful implementing agency. The grants are intended to support the implementation of the digital skills activities and as well as to upskill the implementing tech hubs and institutions. The below is a summary of some of the recommended expenditures under this Grant

Imple: activit	8	Upskilling of implementing institutions
1.	Subsidized salaries	1. Working stations (Computers)
2.	Internet	2. Subsidized water and electricity
3.	DSA for trainings outside the	bills
	intended working station	3. Working desks and chairs
4.	DSA for trainees for those outside	4. Power backup
	town or from a different district	5. Printer
5.	Transportation for the training team	6. Stationery
	to and from an aerial training	7. Toiletries
	location	
6.	Pitch and Innovation Events	
7.	Marketing	
8.	Outreach/Awareness	
9.	Subsidized venue rentals	

Table 2: Recommended Expenditure Items/Activities

4.1. Grant Flow

The digital skills grants will be disbursed directly into an institution's Malawian Account that is specifically intended for this initiative. Therefore successful institutions will be required to open a separate account with any of the Malawian banks within Malawi for the digital skills grants.

4.2. Grants Expenditure and Monitoring

The Public Private Partnership commission will request monthly expenditure reports of the Digital Skills Grants and random audits will be carried out by both internal (PPPC) and external auditors

4.3. Payments

Payments to suppliers, staff members, partners etc will only be done through direct bank transfers or cheque. In cases were cash payments will need to be made, the PPPC will need to be made aware accordingly

4.4. Cheque/Bank Signatories

The Public Private Partnership Recommends the team leader and the finance officer specifically assigned to the Digital Skills Grants Activities to be part of the signatories

4.5. Grants Financing regulations

The World Bank financing regulations will be applied and followed throughout this initiative. It is therefore highly recommended that the applicants should familiarize themselves with this.

4.6. Grants Disbursement

Grants Disbursement will be done in tranches upon receiving a grants disbursement request from the implementing institution with a properly articulated workplan, a detailed budget, implementation plan and targeted milestones.

5. PROCUREMENT

Procurement of goods and services for the digital skills activities will be done in accordance to the World Bank Procurement Regulations with support from the Public Private Partnership (PPPC) procurement team. A procurement plan will be requested in advance for proper planning.

6. DIGITAL SKILLS GRANTS ACTIVITIES IMPLEMENTATION

The Digital skills activities will be implemented under four categories; Digital Skills Trainings, Entrepreneurship (Training, Incubation, Acceleration and Mentorship), Mass ICT Literacy and e-Lancing. Interested applicants are expected to indicate their area of interest. One is not limited to just one category but could show interest in even all three (Digital Skills Trainings, Mass ICT Literacy and Entrepreneurship). However, please note the allocated grants will still be \$250 000 as per successful institution and per budget.

	Category	Quantity	Delivery Sites	Delivery Period
1	Provide digital skills trainings and conduct innovation programs	500	Bidders Premises	1.5 years
2	TrainEntrepreneursinentrepreneurshiprelatedcoursesinrelation to the digital economyIncubate, accelerate, mentor andandprovide co-workingspace to startups.Providesub-grantsand seed funds todigitalstartups.Hosting ofInnovation competitions.	500 (with at least 10 being provided with seed funds)	Bidders Premises	1.5 years
3	Conduct Mass ICT literacy trainings and awareness	500	Bidders Premises	1 year
4	E-lancing	500	Bidders Premises	1.51 year

6.1. Target Trainees Per Category

Table 3: Target Trainees

6.2. Duration

The Digital Skills Grants initiative is expected to run for a period of 1.5 years (2022 - 2024).

6.3. Qualifications

- Should be a Malawian established institution/hub and should operate under the Malawian regulations
- Core expertise in Digital Skills Training, Entrepreneurship Support and business acceleration:
- > Prior experience in running Hubs or partnering with hubs
- > Demonstrated experience in providing digital skills training within Malawi
- Demonstrated experience in designing and building substantial entrepreneurship support programs, from the design phase to final implementation in a developing country.
- Demonstrated expertise in a broad range of topics dealing with Digital Skills, entrepreneurship.
- Core expertise in providing Entrepreneurship trainings with relation to Digitization, incubation, acceleration and mentorship
- Core expertize in implementing E-lancing programs
- Core expertise in Mass ICT Literacy Awareness
- Demonstrated experience in designing and building substantial Mass ICT Literacy programs
- > Should have demonstrated experience in working with organizations for the elderly
- > Should demonstrate to have the required team to carry out this initiative

6.4. Team Composition

The following is the required team composition to successfully implement the Digital Skills Grants activities

a) Team Leader

- A minimum Degree in any of the following; Computer Science, Information Systems, Business Systems, Training and Development
- At least three (3) years' experience in managing ICT- enabled Entrepreneurial Development in a developing country.
- High-level stakeholder engagements: Effective analytical and presentation skills.
- Sound financial management, Effective operational management, Marketing and promotion

b) Digital Skills Trainer

- A minimum advanced Diploma in Computer Science and Information Systems. A Bachelor's Degree will be an added advantage
- > 2 years training the youth/mass in digital skills
- Excellent verbal, written interpersonal and presentation skills
- > Excellent skills in facilitation, team building, and coordination

- ➢ Ability to work with inter-culture teams
- Demonstrated outstanding leadership, strategic thinking, organizational, team-building, and representation skills

c) Business Development Specialist

- A minimum advanced Diploma in Business Administration, Business Management and Marketing. A Bachelor's Degree will be an added advantage
- At least two (2) years' experience in ICT-enabled Entrepreneurial Development
- High-level stakeholder engagements: Effective analytical and presentation skills.

d) Finance Officer

- A Bachelor's Degree in Finance, Accounting, Economics or a Professional qualification in ACCA or CA(M)
- Proven work experience as a Finance officer or similar role
- > Solid knowledge of accounting and financial procedures
- Excellent knowledge of financial regulations
- Advanced MS Excel skills
- Experience using financial software
- Excellent analytical and numerical skills
- Strong ethics, with an ability to manage confidential data

e) Communications Officer

- Minimum Diploma in Communications or Marketing
- Proven work experience as a finance officer
- Excellent communication skills

f) Procurement officer

- Minimum diploma/certificate in procurement
- Excellent communication and written skills
- Proven work experience as a procurement officer

6.5. Closing and Opening Dates

The closing date for submission of proposals is 4th July 2022 at 10:00am. Proposals will be publicly opened in the presence of the Bidders' designated representatives and anyone who chooses to attend at the address below in (9) on 4th July 2022 at 10:00am.

ANNEXES

ANNEX A: Fraud and Corruption

Fraud and Corruption (*Text in this Appendix <u>shall not</u> be modified*)

1. Purpose

1.1 The Bank's Anti-Corruption Guidelines and this annex apply with respect to procurement under Bank Investment Project Financing operations.

2. Requirements

2.1 The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders, consultants, contractors and suppliers; any sub-contractors, sub-consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

2.2 To this end, the Bank:

- a. Defines, for the purposes of this provision, the terms set forth below as follows:
 - i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
 - ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;
 - iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
 - iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
 - v. "obstructive practice" is:
 - (a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
 - (b) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e. below.

- b. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
- c. In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring misprocurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;
- d. Pursuant to the Bank's Anti- Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;¹ (ii) to be a nominated² sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project;
- e. Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bank loan, requiring (i) bidders, consultants, contractors, and suppliers, and their sub-contractors, sub-consultants, service providers, suppliers, agents personnel, permit the Bank to inspect³ all accounts, records and other documents relating to the submission of bids and contract performance, and to have them audited by auditors appointed by the Bank.

¹ For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated subcontractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

² A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

³ Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

Application Process

ANNEX B: Grant Proposal Template

i. Executive summary

Brief introduction of the institution and the program for which the grant is being requested for. The amount of funding requested and a general description of how the funds will be used

- ii. Institution Description
 - hub/business history
 - Objectives
 - Goals
 - Vision
 - Current office location
 - Management Structure
 - Major accomplishments
 - Current programs
- iii. Previous grants and how they were used to be accompanied by proof
- iv. Program Description

A detailed description of the program to be funded by the grant, including any sub programs and the different activities that will be implemented under this program; the reason for the existence of the program; the targeted people, including the age ranges; the impact the program will make.; the goal of the program; the measurable success outcome and the duration of the program.

- v. Current Challenges that require funding
- vi. Program Timeline
- vii. Budget
- viii. Sustainability plan
- ix. Gender design
- x. COVID-19 responsive
- xi. Monitoring and Evaluation

ANNEX C: Institutional Profile

NAME OF INSTITUTION		
TRADE NAME IF DIFFERENT THAN COMPANY NAME		
COUNTRY OF ORIGIN		
COMPANY CONTACT		
MAILING ADDRESS		
PHYSICAL ADDRESS		
TELEPHONE NUMBER		
FAX NUMBER		
EMAIL ADDRESS		
WEBSITE ADDRESS		
DATE OF COMPANY REGISTRATION		
YEAR WHICH COMPANY COMMENCED OPERATIONS		
NUMBER OF EMPLOYEES	Male:	
	Female:	
INDUSTRY/SECTOR		
REASON FOR EXISTENCE		

ANNEX D: Evaluations Bidding Document Sample

Table 1: Preliminary Evaluation Criteria

Criteria	Score
Is the country of origin and establishment Malawi	
Are the program goals and objectives clearly defined in line with the	
Digital Malawi Project	
Clear identification of issues and how the program would tackle these	
issues	
Clear illustration of projected budget in line with the program milestone	
Sustainability plan for at least 12 months	
Employment creation and mentorship for the students trained and	
businesses incubated including gender design considerations	
Demonstration of having the right and required skills for the	
implementation of the program	
Responsive to COVID-19	
Working space or clear plan to develop working space	

Table 2: Secondary Evaluation Criteria

SERVICE CRITERIA	
Digital Skills Training	Yes
Incubating Digital Start-ups	Yes
Incubating non-Digital Start-ups (with digital elements)	Yes
Acceleration for best start-ups in the ecosystem	Yes
Multi-stakeholder, national-level conferences	Yes
Online learning, collaboration and discussions	Yes
Women only digital skills & entrepreneurship programmes	Yes
Mentorship by successful entrepreneurs and investors	Yes
Technical and business skills training	Yes
Leadership and Soft Skills Training	Yes
Networking, e.g., thematic presentations followed by informal discussions	Yes
Competitions to identify most promising start-ups e.g. Pitching	Yes
Thought Leadership & Management Consultancy Services	Yes
Office and co-working spaces at subsidized costs for limited periods of time	Yes
Mobile app testing facilities and research and development	Optional
Formal incubation program	Yes
Assistance with marketing apps (e.g., advice on pricing, delivery channels)	Optional
Assistance with access to early-stage finance in terms of sub-grants and investor	Yes
networks	
Access to seed funding	Yes
Any other ICT related activities	Yes
COVID-19 responsive	

Grant Disbursement

ANNEX E: Grant Disbursement Sheet

INSTITUTION	CONTACT PERSON	GRANT DISBURSED	REASONFORDISBURSEMENT	DATE OF DISBURSEMENT

IMPLEMENTATION PLAN

ANNEX F: Implementation Plan Template

COMPONENTS	DESCRIPTION	RESULTS	TIMELINE (please fill in the dates when the activities will be started and completed
COMPONENT 1:			
Activity A			
Activity B			
Activity C			
COMPONENT 2:			
Activity A			
Activity B			
Activity C			
COMPONENT 3:			
Activity A			
Activity B			
Activity C			

BUDGET

ANNEX G: Budget Template

COMPONENT	BUDGET	MILESTONE

DIGITAL SKILLS TRAINER EVALUATION CRITERIA

ANNEX H: Digital Skills Trainer Evaluations Template

CRITERIA	Maximum Score	Project Score
EVALUATION OF THE COMPLETENESS OF THE		
PROPOSAL		
a. Is the proposal clearly defined as outlined in the		
guidelines for the submission of a proposal for training	10	
b. Has the training provider demonstrated thorough	10	
understanding of the purpose and scope of the training.		
EXPERIENCE AND QUALIFICATION OF THE TRAINER		
<i>a.</i> Do the qualifications of the trainer adequately demonstrate the ability to deliver the proposed course material	10	
<i>b.</i> Does the prescribed trainer have the necessary experience	10	
in digital skills training?		
METHODOLOGY		
<i>a.</i> Does the methodology match the training requirement?	10	
<i>b.</i> Would the course content outlined in the proposal achieve the desired results?	10	
c. Has the train the trainer curriculum been defined and the mode of delivery appropriate?		
<i>d.</i> Is there a clear gender aspect in the programme and has it considered the COVID-19 response?	10	
TECHNICAL CONTENT OF THE PROPOSAL		
<i>a.</i> Are there adequate resources available for carrying out this training course?	10	
<i>b.</i> Are the evaluation tools appropriate for assessing and evaluating <i>the trainees</i> ?	10	
<i>c</i> . Is there a clear indication of adherence to quality standards in the proposal?	10	
TOTAL	100	

CONTRACT FORMS

Form of Contract

[letterhead paper of the Employer]

LUMP-SUM REMUNERATION

This CONTRACT (hereinafter called the "Contract") is made the [day] day of the month of [month], [year], between, on the one hand, [name of Employer] (hereinafter called the "Employer") and, on the other hand, [name of Service Provider] (hereinafter called the "Service Provider").

[Note: In the text below text in brackets is optional; all notes should be deleted in final text. If the Service Provider consist of more than one entity, the above should be partially amended to read as follows: "...(hereinafter called the "Employer") and, on the other hand, a joint venture consisting of the following entities, each of which will be jointly and severally liable to the Employer for all the Service Provider's obligations under this Contract, namely, [name of Service Provider] and [name of Service Provider] (hereinafter called the "Service Provider").]

WHEREAS

- (a) the Employer has requested the Service Provider to provide certain Services as defined in the General Conditions of Contract attached to this Contract (hereinafter called the "Services");
- (b) the Service Provider, having represented to the Employer that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract at a contract price of......;
- (c) the Employer has received a credit from the International Development Association (hereinafter called the "Association")] towards the cost of the Services and intends to apply a portion of the proceeds of this credit to eligible payments under this Contract, it being understood (i) that payments by the Association will be made only at the request of the Employer and upon approval by the Association, (ii) that such payments will be subject, in all respects, to the terms and conditions of the agreement providing for the credit, and (iii) that no party other than the Employer shall derive any rights from the agreement providing for the credit or have any claim to the loan credit proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents shall be deemed to form and be read and construed as part of this Agreement, and the priority of the documents shall be as follows:

(a) the Letter of Acceptance;

- (b) the Service Provider's Bid
- (c) the Special Conditions of Contract;
- (d) the General Conditions of Contract;
- (e) the Specifications;
- (f) the Priced Activity Schedule; and
- (g) The following Appendices: [*Note:* If any of these Appendices are not used, the words "Not Used" should be inserted below next to the title of the Appendix and on the sheet attached hereto carrying the title of that Appendix.]

Appendix A: Description of the Services

Appendix B: Schedule of Payments

Appendix C: Key Personnel and Subcontractors

Appendix D: Breakdown of Contract Price in Foreign Currency

Appendix E: Breakdown of Contract Price in Local Currency

Appendix F: Services and Facilities Provided by the Employer

Appendix G: Performance Incentive Compensation

Appendix H: Code of Conduct for Service Provider's Personnel

- 2. The mutual rights and obligations of the Employer and the Service Provider shall be as set forth in the Contract, in particular:
 - (a) the Service Provider shall carry out the Services in accordance with the provisions of the Contract; and
 - (b) the Employer shall make payments to the Service Provider in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of *[name of Employer]*

[Authorized Representative]

For and on behalf of [name of Service Provider]

[Authorized Representative]

[*Note:* If the Service Provider consists of more than one entity, all these entities should appear as signatories, e.g., in the following manner:]

For and on behalf of each of the Members of the Service Provider

[name of member]

[Authorized Representative]