



MILLENNIUM CHALLENGE ACCOUNT - MALAWI

REQUEST FOR CONSULTANT'S QUALIFICATIONS

On Behalf of

THE GOVERNMENT OF THE REPUBLIC OF MALAWI

Funded by

THE UNITED STATES OF AMERICA

Through

THE MILLENNIUM CHALLENGE CORPORATION

PROCUREMENT OF CONSULTANT SERVICES

**PROCUREMENT OF SENIOR FINANCIAL MANAGEMENT
ADVISOR FOR MCA-MALAWI**

Ref: PA/MCA-MW/MCC/ADA/ITQ/116/2018

January, 2018

TABLE OF CONTENTS

1. LETTER OF INVITATION	3
2. TECHNICAL PROPOSAL SUBMISSION FORMS	6
3. FINANCIAL PROPOSAL SUBMISSION FORM	11
5. FORM OF CONTRACT	18
I. AGREEMENT	20
II. CONDITIONS OF THE CONTRACT	22
Appendix A:	36

1. LETTER OF INVITATION

MCA-Malawi requires the services of a Senior Financial Management Advisor to provide advice and counsel to the Director of Finance and Administration (DFA) and MCA-Malawi Executive Management, assist the DFA with certain ongoing tasks, and impart specific MCC knowledge of operations, rules, and procedures to the new DFA.

Summary of Services:

Senior Financial Management Advisor will work hand in hand with the new DFA and MCA-Malawi Executive Management to accomplish the tasks noted in the following section. The Senior Financial Management Advisor will report to Executive Management of MCA-Malawi, either the CEO or the Deputy CEO. However, on a daily basis the Senior Advisor will work directly with the DFA and often with the Fiscal Agent personnel in order to accomplish the objectives of the assignment.

Tasks

The tasks required of the Senior Advisor include but are not limited to the following general and specific tasks. The actual tasks to be performed will depend to a large degree on timing of the start of the assignment and thus on what financial management work may be ongoing at any given point in time.

A. General Advisory Tasks:

Provide counsel to the DFA on the following general aspects of the DFA position and role in the organization.

- Provide advice to the Finance and Administration Directorate on appropriate team structure for final year of the program, systems and process improvement and closure preparation;
- Assist the DFA in rapid on-boarding by providing guidance on the nature of the job, answering questions, helping the DFA prioritize tasks, and creating timelines and templates for critical functions and tasks in administration and finance;
- Provide an overview, elaboration of, and clarifications of MCC processes, policies and procedures, especially as they pertain to the financial management function;
- Provide advice to the DFA on closure-related rules and procedures and the general principles of Compact closure and best practices;
- Assist the DFA to learn the roles of other staff, contractors, stakeholders, MCC, etc. and to establish appropriate means of communication with them.

B. Operation specific tasks:

Assist the DFA and MCA-Malawi with the following specific finance-related tasks. The following list is representative and is not meant to be comprehensive. Additional tasks may be required and finalized in the agreed work plan to be outlined at the initiation of the Senior Advisor's contract and initial deliverables. Actual work to be performed will depend to a large degree on timing of the start of the assignment and thus on what financial management work may be ongoing at any given point in time.

- Work with the DFA to develop a full understanding of the MCC data call process and to help the DFA produce the data call outputs (e.g., grant accrual estimates, monthly validations, advances and retentions accounting, etc.);
- Work with the DFA and MCA-Malawi to develop a fuller understanding of, and identification and implementation of process improvements in various areas of the

organization, e.g., streamlining and quality assurance of the quarterly disbursement request process (QDRP).

- On the QDRP in particular, assist the DFA to produce good cash flow projections and to manage the Multi-Year Financial Plan (MYFP) and associated processes like Schedule A reallocations
- Assist the DFA to understand and produce the Monthly Commitment and Disbursement Report (MCDR);
- Assist the DFA to develop an understanding of the audit process and work with the DFA on any audit-related matters that arise;
- Review with and aid the DFA's understanding of various Compact related documents and guidelines such as the Compact, Program Implementation Agreement, Fiscal Accountability Plan, Program Closure Guidelines, etc.

The Consultant will perform the tasks in Lilongwe in a professional office environment with possible occasional brief travel to sites across the country.

The period of performance for this assignment is four (4) months, commencing towards end of February 2018. The Senior Financial Management Advisor will be expected to spend about eight (8) weeks on site at MCA-Malawi working with the DFA; this level of effort may/will be in short visits of approximately 2 weeks each. Visits will potentially be timed to coincide with important tasks or events such as MCC Data Calls, the Quarterly Disbursement Request process, etc.

Before submitting your proposal, the Consultant should review the Terms of Reference (**Section 4**), which describes the assignment in detail.

The required qualifications for proposed Key Personnel to be considered are indicated in the Terms of Reference.

The Consultant shall be selected under the Individual Consultants (IC) method, where individual may submit their proposal under the evaluation procedure for which is described in accordance with "MCC Program Procurement Guidelines" which are provided on the MCC website: www.mcc.gov and on the MCA-Malawi web site: www.mca-m.gov.mw. The Consultant will sign a contract (**Format in Section 5**) on the basis of a fixed lump sum price (fee plus expenses).

Application Procedure:

Consultants are requested to send their Proposal, which should include a Technical Proposal (**Format in Section 2**) to be considered for the assignment. The Technical Proposal should include the Technical Proposal Submission Forms, approach and work methodology in short how the Consultant is expecting to carry out the assignment, confirmation of availability (expected start is February 2018), updated CV(s) showing your qualification, experience, showing the minimum requirements in compliance with the attached Terms of Reference, contact details (i.e., address, telephone and fax numbers, e-mail address, website, etc.), at least three references that can comment on the consultant's related work experience, and any other relevant information. The approach and work methodology presented by the Consultant shall not be evaluated, however if Consultant is selected, the approach and work methodology shall be discussed with the Consultant to align the task of the consultant with the objective of the assignment. The Consultant shall also submit a Financial Proposal (**Format**

in Section 3). The deadline for submission of proposal is **February 9, 2018, at 15:00 Hours**. Electronic submission is allowed.

Any clarification required can be requested only up to **January 30, 2018, at 17:00 Hours**, Malawi time to the following address:

The Procurement Director
MCA-Malawi, Millennium House, Convention Drive
P.O. Box 31513, Lilongwe, Malawi.

Clarification questions should be submitted by e-mail to the following:

Email: raphael.mboози@mca-m.gov.mw
E-mail: MCAMalawiPA@cardno.com

To submit your Proposal, please use the following address:

MCA-Malawi Procurement Agent
1st Floor, West Wing
Kang'ombe House, City Center
Lilongwe 3, Malawi.
E-mail: MCAMalawiPA@cardno.com

Dye B Mawindo
Chief Executive Officer
Millennium Challenge Account-Malawi

2. TECHNICAL PROPOSAL SUBMISSION FORMS

[Location, Date]

Dye B Mawindo
Chief Executive Officer
Millennium Challenge Account-Malawi
MCA-Malawi, Pamodzi House
P.O. Box 31513, Lilongwe, Malawi.

Dear Sir,

Re: Procurement of Senior Financial Management Advisor for MCA-Malawi

PAMCA-MW/MCC/ADA/ITQ/116/2018

We, the undersigned, offer to provide the consulting services for the above mentioned assignment in accordance with your Letter of Invitation dated [Insert Date] and this Proposal.

We hereby submit our Proposal, which will be valid for a period of 60 (sixty) days.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misrepresentation contained in it may lead to our disqualification.

If negotiations are held during the initial period of validity of the Proposal, we undertake to negotiate on the basis of our availability for the assignment.

Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations, and we undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than [insert the date on which you will be available to commence the assignment]

We understand you are not bound to accept any proposal that you may receive.

Yours sincerely,

Authorized Signatory

Name and title of Signatory

Address of Consultant

DESCRIPTION OF APPROACH AND METHODOLOGY FOR PERFORMING THE ASSIGNMENT

In this section, the Consultant should provide a comprehensive description of how it will provide the required Services in accordance with the Terms of Reference (TOR) included in this LOI. Information provided must be sufficient to convey to MCA-Malawi that the Consultant has an understanding of the challenges in performing the required Services and that it has an approach, methodology and work plan to overcome those challenges.

Your Technical Proposal should be divided into the following three (3) sections:

- (a) Technical Approach and Methodology,
- (b) Work Plan, and
- (c) Organization and Staffing

(a) Technical Approach and Methodology. In this section, you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

Note: The consultant shall provide maximum 4 pages on their Technical Approach and Methodology.

References of the Consultant

[Provide contact information for at **least three (3) references** that can provide substantial input about:

- (a) The type of work performed
- (b) Confirm the quality of the work experience listed in Form TECH-4.

The MCA Entity reserves the right, at its sole discretion, to contact other sources as well as to check references and past performance, including, without limitation, any source listed. For each reference, list a contact individual **name**, their **title**, address, facsimile, phone and **e-mail** address.]

[Maximum 3 pages]

CURRICULUM VITAE (CV) FORMAT FOR THE KEY PERSONNEL

1. Name [Insert full name]
2. Date of Birth [Insert birth date]
3. Nationality [Insert nationality]
4. Education [Indicate college/university and other specialized education, giving names of institutions, degrees obtained, and dates of
5. Membership in Professional Associations
6. Other Training [Indicate appropriate postgraduate and other training]
7. Countries of Work Experience [List countries where the consultant has worked in the last ten years]
8. Languages [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]
Language Speaking Reading Writing
9. Employment Record [Starting with present position, list in reverse order every employment held by the consultant since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]
From [year]: To [year]:
Employer:
Position(s) held:
10. Work undertaken that best illustrates capability [Among the assignments in which the consultant has been involved, indicate the following information for those assignments that best illustrate his/her capability to handle the tasks listed in the TOR]
Name of assignment or project:
Year
Location:
Client:
Main project features:
Position held:
Activities performed:

11. References:

[List at least three individual references with Substantial knowledge of your work. Include each reference's name, title, phone and **e-mail** contact information. MCA Malawi reserves the right to contact other sources as well as to check references, in particular for performance on any relevant MCC-funded projects.]

12. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

I, the undersigned, hereby declare that I agree to participate in the above-mentioned assignment. I further declare that I am able and willing to work for the period foreseen in the above referenced Letter of Invitation

Signature

Date

3. FINANCIAL PROPOSAL SUBMISSION FORM

[Location, Date]

Dye B Mawindo

Chief Executive Officer

Millennium Challenge Account-Malawi

Dear Sirs:

Re: Procurement of Senior Financial Management Advisor for MCA-Malawi

PA/MCA-MW/MCC/ADA/ITQ/116/2018

We, the undersigned, offer to provide the consulting services for the above mentioned assignment in accordance with your Letter of Invitation dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the lump sum of [Insert amount(s) in words and figures].

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, as indicated in our Technical Proposal submission.

Commissions and gratuities paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signatory

Name and title of Signatory

Name of Consultant

BREAKDOWN OF PRICE BY ACTIVITY

Group of Activities	Price
	US\$
Total	

BREAKDOWN OF REMUNERATION

[Information to be provided in this form shall only be used to establish price reasonableness and to establish payments to the Consultant for possible additional services requested by the MCA Entity.]

Name ²	Position ³	Person-Month Fully Loaded Rate ⁴		
Foreign Staff			US\$	[Local Currency]
		Home		
		Field		
		Field		
Local Staff				
		Home		
		Field		

1. Form shall be filled in for the same Key Professional Personnel listed in the Technical Proposal.
2. Key Professional Personnel shall be indicated individually;
3. Positions of the Key Professional Personnel shall coincide with the ones indicated in the Technical Proposal.
4. Indicate separately person-month rates for home and field work. Provide fully loaded prices (including international travel, communication, local transportation, office expenses, and shipment of personal effects, direct and indirect rates and profit).

TERMS OF REFERENCE



SENIOR FINANCIAL MANAGEMENT ADVISOR FOR MCA-MALAWI

A. Introduction

The United States of America, acting through the Millennium Challenge Corporation (“MCC”), and the Republic of Malawi (“the Government”) signed a Millennium Challenge Compact (“the Compact”) that sets forth the general terms and conditions on which MCC will provide funding of US\$350.7 million to the Government for a program to reduce poverty through economic growth in Malawi (“the Program”), and describes the terms and conditions for procurement of goods, services and works made in furtherance of the Compact using MCC funding.

In line with the provisions of the Compact, the Government of Malawi incorporated the Registered Trustees of Millennium Challenge Account - Malawi (“MCA-Malawi”), as a public trust under the Trustees Incorporation Act (Cap 5:03) of the Laws of Malawi, to act as its designee in the supervision, management, administration and implementation of the Program.

The Compact, which entered into force in September 2013, is a five-year project that is being implemented to revitalize the power sector in Malawi. It is designed to assist the country to reduce poverty through economic growth by focusing on the improved efficiency of the energy sector. The assistance is being provided through the following three investment projects:

- a) **Infrastructure Development Project (IDP)** (approximately \$257.1 million): The IDP includes rehabilitation, upgrading and addition of generation, transmission and distribution infrastructure assets to improve power system reliability.
- b) **Power Sector Reform Project (PSRP)** (approximately \$25.7 million): The PSRP complements the IDP by providing technical assistance and capacity building to support the GoM policy reform agenda for the power sector and strengthen pivotal energy sector institutions, including the Electricity Supply Corporation of Malawi (ESCOM) Ltd, the Malawi Energy Regulatory Authority (MERA) and the Ministry of Natural Resources, Energy and Mining (MNREM). The PSRP consists of two activities: (1) ESCOM Turnaround Activity; and (2) Regulatory Strengthening Activity.
- c) **Environmental and Natural Resource Management (ENRM) Project** (approximately \$27.9 million): The ENRM Project supports the broader objective of

strengthening environment and natural resource management in the Shire River Basin. The ENRM Project comprises of three activities, namely: 1) Weed and Sedimentation Management; 2) Environment and Natural Resources Management which includes the setting up of a Trust Fund for the financing of activities aimed at promoting soil erosion control through the adoption of conservation agriculture and other ecological farming practices; and the 3) Social and Gender Enhancement Fund (SGEF). The SGEF is closely related to the ENRM Project Trust Fund as it will address social and gender issues that inhibit adoption of sustainable land management practices.

B. Background of the Assignment

MCA-Malawi's Director of Finance and Administration (DFA) recently left the organization to pursue other interests. The departure left a gap in the financial management function at the beginning of the fifth year of implementation – an important time due to challenges associated with the impending closure of MCA in January 2019, and further due to pressing implementation needs. The DFA position is expected to be filled in December. Once the position is filled, MCA wishes to provide the new DFA and the overall Directorate with targeted guidance in order to accelerate his/her onboarding and provide strategic guidance to the Director on overall structure and procedures. To accomplish this objective MCA-Malawi intends to engage a Senior Financial Management Advisor to provide advice and counsel to the DFA and MCA Executive Management, assist the DFA with certain ongoing tasks, and impart specific MCC knowledge of operations, rules, and procedures to the new DFA. The goal is to help the new DFA become fully productive as rapidly as possible and minimize disruption to ongoing work.

C. Scope and Responsibilities

The Senior Financial Management Advisor will work hand in hand with the new DFA and MCA Executive Management to accomplish the tasks noted in the following section. The Senior Financial Management Advisor will report to Executive Management of MCA-Malawi, either the CEO or the Deputy CEO. However, on a daily basis the Senior Advisor will work directly with the DFA and often with the Fiscal Agent personnel in order to accomplish the objectives of the assignment.

D. Tasks

The tasks required of the Senior Advisor include but are not limited to the following general and specific tasks. The actual tasks to be performed will depend to a large degree on timing of the start of the assignment and thus on what financial management work may be ongoing at any given point in time.

General Advisory Tasks:

Provide counsel to the DFA on the following general aspects of the DFA position and role in the organization.

- Provide advice to the Finance and Administration Directorate on appropriate team structure for final year of the program, systems and process improvement and closure preparation;
- Assist the DFA in rapid on-boarding by providing guidance on the nature of the job, answering questions, helping the DFA prioritize tasks, and creating timelines and templates for critical functions and tasks in administration and finance;

- Provide an overview, elaboration of, and clarifications of MCC processes, policies and procedures, especially as they pertain to the financial management function;
- Provide advice to the DFA on closure-related rules and procedures and the general principles of Compact closure and best practices;
- Assist the DFA to learn the roles of other staff, contractors, stakeholders, MCC, etc. and to establish appropriate means of communication with them.

Operation specific tasks:

Assist the DFA and MCA-Malawi with the following specific finance-related tasks. The following list is representative and is not meant to be comprehensive. Additional tasks may be required and finalized in the agreed work plan to be outlined at the initiation of the Senior Advisor's contract and initial deliverables. Actual work to be performed will depend to a large degree on timing of the start of the assignment and thus on what financial management work may be ongoing at any given point in time.

- Work with the DFA to develop a full understanding of the MCC data call process and to help the DFA produce the data call outputs (e.g., grant accrual estimates, monthly validations, advances and retentions accounting, etc.);
- Work with the DFA and MCA-Malawi to develop a fuller understanding of, and identification and implementation of process improvements in various areas of the organization, e.g., streamlining and quality assurance of the quarterly disbursement request process (QDRP).
- On the QDRP in particular, assist the DFA to produce good cash flow projections and to manage the Multi-Year Financial Plan (MYFP) and associated processes like Schedule A reallocations
- Assist the DFA to understand and produce the Monthly Commitment and Disbursement Report (MCDR);
- Assist the DFA to develop an understanding of the audit process and work with the DFA on any audit-related matters that arise;
- Review with and aid the DFA's understanding of various Compact related documents and guidelines such as the Compact, Program Implementation Agreement, Fiscal Accountability Plan, Program Closure Guidelines, etc.

E. Deliverables

Expected products of the consultancy include the following:

- A short inception report for each visit in the form of a work plan of relevant milestones and tasks that will be handled during the consultancy;
- Simple Project Schedules or Trackers for maintenance of the schedule;
- Concise weekly reports in bullet point format that include feedback to the DFA, recommendations and solutions in regards to ongoing activities; and what was accomplished during the week.

All deliverables shall be submitted in both printed and electronic form - with key elements in English and shall be in a format acceptable to MCA-Malawi. Electronic versions will be prepared in Microsoft Office applications software or compatible. MCA-Malawi will supply in-country, coordination and transportation logistics for the assignment.

F. Period of Performance and Level of Effort

The period of performance for this assignment is four (4) months, commencing on or about the start date of the new DFA (expected to be in February 2018). The Senior Financial Management Advisor will be expected to spend about eight (8) weeks on site at MCA-Malawi working with the DFA; this level of effort may/will be in short visits of approximately 2 weeks each. Visits will potentially be timed to coincide with important tasks or events such as MCC Data Calls, the Quarterly Disbursement Request process, etc.

G. Performance Location

The Senior Financial Management Advisor will perform the tasks in Lilongwe in a professional office environment with possible occasional brief travel to sites across the country.

H. Qualifications

Applicants are asked to evidence the following qualifications to the degree possible:

- A university degree in a field such as Project Management/Administration, Business Administration, Accounting, or related field is required.
- Experience working as a DFA (or Deputy) or a Fiscal Agent Manager (or Deputy) at an MCC Compact or Threshold Program is required.
- Successful experience working with an MCA in a position that was responsible for closure activities, from the ending months of compact implementation through the compact closure period is highly desirable;
- Experience working with MCC “data calls” such as grant accrual estimates and contractor retention withholding is highly desirable.
- Experience with SAP accounting and MIS software is high desirable; experience with other companies’ accounting and MIS software is desirable.
- Certification in a project management discipline (e.g., PMP) is desirable;
- Prior experience in the development and implementation of any MCA Program Closure Plan is desirable;
- Capability of interacting with staff at any level and occasionally with Government officials at upper levels is required;
- Sufficient experience and comportsment that s/he can act alone with only minimal direction from Executive Management is required;
- Superior writing and communications skills in English are required.

5. FORM OF CONTRACT



**MILLENNIUM CHALLENGE ACCOUNT – MALAWI
(MCA-MALAWI)**

**CONTRACT FOR SERVICES
SMALL ASSIGNMENTS - LUMP-SUM PAYMENTS**

For

**PROCUREMENT OF CONSULTANT SERVICES FOR SENIOR FINANCIAL
MANAGEMENT ADVISOR FOR MCA-MALAWI**

PA/MCA-MW/MCC/ADA/ITQ/116/2018

Between

MCA-MALAWI

And

XXXXXXXXXXXXXXXX

[Insert Month, Year]

TABLE OF CONTENTS

1. LETTER OF INVITATION	3
2. TECHNICAL PROPOSAL SUBMISSION FORMS	6
3. FINANCIAL PROPOSAL SUBMISSION FORM	11
4. TERMS OF REFERENCE	Error! Bookmark not defined.
5. FORM OF CONTRACT	18

I. AGREEMENT

This CONTRACT AGREEMENT (this “Contract”) made this**day of XXXXXXXX, 201X**, between **Millennium Challenge Account-Malawi, Pamodzi House, P.O. Box 31513, Lilongwe 3, Malawi** (“MCA Entity”) on the one part, and **[Insert name and Address of Consultant]** (the “Consultant”), on the other part, collectively referred to as “the Parties”.

RECITALS

WHEREAS, the Millennium Challenge Compact (the “*Compact*”) between the United States of America, acting through the Millennium Challenge Corporation (“*MCC*”), and the Government of Malawi (the “*Government*”) signed on April 7, 2011, sets forth the general terms on which MCC will provide assistance of up to **Three Hundred and Fifty Million Seven Hundred Thousand United States Dollars (US\$350,700,000)** (“*MCC Funding*”) to the Government for a program to reduce poverty through economic growth in Malawi (the “*Program*”);

AND WHEREAS the Government incorporated MCA-Malawi as a public trust under the Trustees Incorporation Act (Cap 5:03) of the Laws of Malawi, to act as its designee in the supervision, management, administration and implementation of the Program;

AND WHEREAS:

- (a) The Government, acting through MCA-Malawi, intends to apply a portion of the proceeds of MCC Funding to eligible payments under this Contract. Payments made under this Contract will be subject, in all respects, to the terms and conditions of the Compact and related documents, including restrictions on the use, and conditions to disbursement, of MCC Funding. No party other than the Government and MCA-Malawi shall derive any rights from the Compact or have any claim to the proceeds of MCC Funding; and
- (b) The MCA Entity has requested the Consultant to provide certain consulting services as described in Appendix A to this Contract; and
- (c) The Consultant, having represented to the MCA Entity that it has the required professional skills, and personnel and technical resources, has agreed to provide such services on the terms and conditions set forth in this Contract.

NOW THEREFORE, the Parties to this Contract agree as follows:

1. In consideration of the payments to be made by the MCA Entity to the Consultant as set forth in this Contract, the Consultant hereby covenants with the MCA Entity to perform the Services in conformity in all respects with the provisions of this Contract.
2. Subject to the terms of this Contract, the MCA Entity hereby covenants to pay the Consultant, in consideration of the performance of the Services, the Contract Price of **USD XX,XXX.XX (state in words)** or such other sum as may become payable pursuant to the provisions of this Contract at the times and in the manner prescribed by this Contract.

3. The Conditions of Contract, the Appendices and the Terms of Reference hereby attached shall form part of this Contract.

IN WITNESS whereof the Parties hereto have caused this Contract to be executed in accordance with the Laws of Malawi as of the day, month and year first indicated above.

For and on behalf of:

Millennium Challenge Account - Malawi:

Signature: _____

Date: _____

**Dye B Mawindo
Chief Executive Officer**

Witnessed By: _____

Full Name: _____

Designation: _____

For and on behalf of:

XXXXXXXXXX

[Name and Signature of Authorized Representative and Designation]

Witnessed By: _____

Full Name: _____

Designation: _____

II. CONDITIONS OF THE CONTRACT

- 1. Services**
- (i) The Consultant, **XXXXXXXXXXXXXXXXXXXX of XXXXXXXXXXXXXXX (name and address of Consultant)**, shall perform the services specified in Appendix A, “Scope of Services,” which is made an integral part of this Contract (“the Services”).
 - (ii) The Consultant shall provide the personnel listed in Appendix B, “Consultant’s Personnel,” to perform the Services.
 - (iii) The Consultant shall submit to the MCA-Malawi the reports in the form and within the time periods specified in Appendix C, “Consultant’s Reporting Obligations.”

2. Term The Consultant shall perform the Services during the period commencing, **2018** and continuing through, **2018, for a period of days** or any other period as may be subsequently agreed by the parties in writing.

3. Termination

3.1 By the MCA-Malawi The MCA-Malawi may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (g) of this Clause 3.1. In case of an occurrence specified in (a) to (f) the MCA-Malawi shall give not less than ten (10) days’ written notice of termination to the Consultant, and fifteen (15) days’ notice in case of the event referred to in (g).

- (a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, within five (5) days of period after the receipt of a registered mail with acknowledgment of receipt specifying the failure.
- (b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its Members becomes) insolvent or bankrupt or enters into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary.
- (c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause 14 hereof.
- (d) If the Consultant, has engaged in corrupt or fraudulent practices in competing for or in executing this Contract.
- (e) If the Consultant submits to the MCA-Malawi a false statement which has a material effect on the rights, obligations or interests of the MCA-Malawi.
- (f) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than fifteen (15) days.
- (g) If the MCA-Malawi, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.

Early termination shall not prejudice or affect the accrued rights or liabilities of the Parties.

3.2 By the Consultant

The Consultant may terminate this Contract, by not less than ten (10) days' written notice to the MCA-Malawi, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause 3.2, and fifteen (15) days' notice in case of the event referred to in Clause 3.2 (e).

- (a) If the MCA-Malawi fails to pay any money due to the Consultant pursuant to this Contract (which is not subject to dispute pursuant to Clause 15 hereof) within fifteen (15) days after receiving written notice from the Consultant that such payment is overdue.
- (b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than fifteen (15) days.
- (c) If the MCA-Malawi fails to comply with any final decision reached as a result of arbitration pursuant to Clause 15 hereof.
- (d) If the MCA-Malawi is in material breach of its obligations pursuant to this Contract and has not remedied the same within ten (10) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the MCA-Malawi of the Consultant's notice specifying such breach.
- (e) If the Consultant, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.

Early termination shall not prejudice or affect the accrued rights or liabilities of the Parties.

4. Payment

A. Ceiling

For Services rendered pursuant to Appendix, the MCA-Malawi shall pay the Consultant an amount not to exceed **USD XX,XXX.XX (say in words)**, in accordance with the requirements and terms of reference of the Compact. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

B. Payment Conditions

Payment shall be made in **United States Dollars (USD)** no later than 30 days following submission by the Consultant of invoices in duplicate to the **MCA-Malawi Fiscal Agent, 1st Floor, West Wing, Kang'ombe House, City Center, Lilongwe 3, Malawi (Tel: +265 (0) 1 770 348)**, accompanied by an acceptance note from the MCA-Malawi's Coordinator designated in paragraph 6.

C. Schedule of Payments

The Payments Schedule is specified below:

(To be agreed at negotiations)

- 5. Payment upon Termination** Upon termination of this Contract pursuant to Clauses 3.1 or 3.2 hereof, MCA-Malawi shall make the following payments to the Consultant:
- (a) cost of all accepted Deliverables performed prior to the effective date of termination and any interest rate due to the Consultant as a result of previous delays in payment of invoices, and
 - (b) except in the case of termination pursuant to paragraphs (a) through (e) of Clause 3.1 hereof, reimbursement of any reasonable out-of-pocket demobilization or other direct costs incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Consultant.
- 6. Project Administration**
- A. Coordinator**
- The MCA-Malawi designates the Deputy Chief Executive Officer as the MCA-Malawi's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by MCA-Malawi and for receiving and approving invoices for the payment.
- B. Reports.**
- The reports listed in Appendix C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 4C.
- 7. Performance Standards** The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that MCA-Malawi considers unsatisfactory.
- 8. Confidentiality** The Consultant shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or MCA-Malawi's business or operations without the prior written consent of MCA-Malawi.
- 9. Ownership of Material** Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for MCA-Malawi under the Contract shall belong to and remain the property of MCA-Malawi. The Consultant may retain a copy of such documents and software.
- 10. Consultant Not to be** The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant,

Engaged in Certain Activities	shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.
11. Insurance	The Consultant will be responsible for taking out any appropriate insurance coverage.
12. Assignment	The Consultant shall not assign this Contract or sub-contract any portion of it without MCA-Malawi's prior written consent which consent shall not be unreasonably withheld.
13. Law Governing Contract and Language	The Contract shall be governed by the laws of The Republic of Malawi, and the language of the Contract shall be English.
14. Dispute Resolution	Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to arbitration in accordance with the Arbitration Act (Cap 6:03) of the Laws of Malawi.
15. The Compact End Date	The MCA-Malawi may assign the whole or any part, or any benefit or interest in or under, the Contract to another person or entity of the Government (or another entity designated by the Government) without the consent of the Consultant at any time after the termination or expiration of the Compact. The MCA-Malawi shall notify the Consultant within 10 days of any such assignment. Such an assignment will not be considered a Modification under the Contract.
16. Removal and/or Replacement of Personnel	<p>16.1 Except as the MCA Entity may otherwise agree, no changes shall be made in the Key Professional Personnel. If, for any reason beyond the reasonable control of the Consultant, such as retirement, death, medical incapacity, among others, it becomes necessary to replace any of the Key Professional Personnel, the Consultant shall, subject to 27.1(a), provide as a replacement a person of equivalent or better qualifications.</p> <p>16.2 If the MCA Entity (a) finds that any of the Personnel has committed serious misconduct or has been charged with having committed a criminal action, or (b) has reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultant shall, at the MCA Entity's written request specifying the grounds therefore and subject to 28.1(a), provide as a replacement a person with qualifications and experience acceptable to the MCA Entity.</p> <p>16.3 The Consultant shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.</p>
17. Taxes and Duties	(a) Except as may be exempted pursuant to the Compact or another

agreement related to the Compact, available in English at <http://www.mca-m.gov.mw/>, the Consultant, the Sub-Consultants, and their respective Personnel may be subject to certain Taxes on amounts payable by the MCA Entity under this Contract in accordance with Applicable Law (now or hereinafter in effect). The Consultant, each Sub-Consultant and their respective Personnel shall pay all Taxes levied under Applicable Law. In no event shall the MCA Entity be responsible for the payment or reimbursement of any Taxes. In the event that any Taxes are imposed on the Consultant, any Sub-Consultant or their respective Personnel, the Contract Price shall not be adjusted to account for such Taxes.

- (b) The Consultant, the Sub-Consultants and their respective Personnel, and their eligible dependents, shall follow the usual customs procedures of the MCA Country in importing property into the MCA Country.
- (c) If the Consultant, the Sub-Consultants or any of their respective Personnel, or their eligible dependents, do not withdraw, but dispose of any property in the MCA Country upon which customs duties or other Taxes have been exempted, the Consultant, the Sub-Consultants or such Personnel, as the case may be, (i) shall bear such customs duties and other Taxes in conformity with Applicable Law, or (ii) shall reimburse such customs duties and Taxes to the MCA Entity if such customs duties and Taxes were paid by the MCA Entity at the time the property in question was brought into the MCA Country.
- (d) Without prejudice to the rights of the Consultant under this clause, the Consultant, the Sub-Consultants and their respective Personnel will take reasonable steps as requested by the MCA Entity or the Government with respect to the determination of the Tax status described in this clause 17.
- (e) If the Consultant is required to pay Taxes that are exempt under the Compact or a related agreement, the Consultant shall promptly notify the MCA Entity (or such agent or representative designated by the MCA Entity) of any Taxes paid, and the Consultant shall cooperate with, and take such actions as may be requested by the MCA Entity, MCC, or either of their agents or representatives, in seeking the prompt and proper reimbursement of such Taxes.
- (f) The MCA Entity shall use reasonable efforts to ensure that the Government provides the Consultant, the Sub-Consultants, and their respective Personnel the exemptions from taxation applicable to such persons or entities, in accordance with the terms of the Compact or related agreements. If the MCA Entity fails to comply with its obligations under this paragraph, the Consultant shall have the right to terminate this Contract in accordance with Clause 3.2(d).

18. Suspension

The MCA Entity may, by giving thirty (30) days' written notice to the

Consultant, suspend all payments to the Consultant under this Contract if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (a) shall specify the nature of the failure, and (b) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) days after receipt by the Consultant of such notice of suspension.

19. Required Provisions; Flow Through Provisions

19.1 For the avoidance of doubt, the Parties agree and understand that the provisions set forth in Annex B reflect certain obligations of the Government and the MCA Entity under the terms of the Compact and related documents that are also required to be transferred onto any Consultant, Sub-Consultant or Associate who partakes in procurements or contracts in which MCC Funding is involved and that, as with other clauses of this Contract, the provisions of Annex B are binding obligations under this Contract.

19.2 In any subcontract or sub-award entered into by the Consultant, as permitted by the terms of this Contract, the Consultant shall ensure the inclusion of all the provisions contained in Annex B in any agreement related to such subcontract or sub-award.

20. Fraud and Corruption Requirements

20.1 MCC requires that the MCA Entity and any other beneficiaries of MCC Funding, including any bidders, suppliers, contractors, Sub-Consultants and Consultants under any MCC-funded contracts, observe the highest standards of ethics during the procurement and execution of such contracts.

MCC's Policy on Preventing, Detecting and Remediating Fraud and Corruption in MCC Operations ("MCC's AFC Policy") is applicable to all procurements and contracts involving MCC Funding and can be found on the MCC website. MCC's AFC Policy requires that companies and entities receiving MCC funds acknowledge notice of MCC's AFC Policy and certify that they have acceptable commitments and procedures in place to address the potential for fraudulent and corrupt practices.

Any entity receiving an award (including, but not limited to, both contracts and grants) of MCC Funding of over \$500,000 will be required to certify that they will adopt and implement a code of business ethics and conduct within ninety (90) days of Contract award. Such entity will also include the substance of this clause in subcontracts that have a value in excess of \$500,000. Information regarding the establishment of business ethics and conduct programs can be obtained from numerous sources, including but not limited to:

<http://www.oecd.org/corruption/Anti-CorruptionEthicsComplianceHandbook.pdf>;

- (a) For purposes of the Contract, the terms set forth below are defined as follows, and sometimes referred to collectively in this document as “Fraud and Corruption”:
- (i) **“coercive practice”** means impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of any party, to influence improperly the actions of a party in connection with the implementation of any contract supported, in whole or in part, with MCC Funding, including such actions taken in connection with a procurement process or the execution of a contract;
 - (ii) **“collusive practice”** means a tacit or explicit agreement between two or more parties to perform a coercive, corrupt, fraudulent, obstructive or prohibited practice, including any such agreement designed to fix, stabilize, or maintain prices or to otherwise deprive the MCA Entity of the benefits of free and open competition;
 - (iii) **“corrupt practice”** means the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of a public official, MCA Entity staff, MCC staff, consultants, or employees of other entities engaged in work supported, in whole or in part, with MCC Funding, including such work involving taking or reviewing selection decisions, otherwise advancing the selection process, or contract execution, or the making of any payment to any third party in connection with or in furtherance of a contract;
 - (iv) **“fraudulent practice”** means any act or omission, including any misrepresentation, that knowingly or recklessly misleads or attempts to mislead a party in order to obtain a financial or other benefit in connection with the implementation of any contract supported, in whole or in part, with MCC Funding, including any act or omission designed to influence (or attempt to influence) a selection process or the execution of a contract, or to avoid (or attempt to avoid) an obligation;
 - (v) **“obstructive practice”** means any act taken in connection with the implementation of any contract supported, in whole or in part, with MCC Funding:
 - (aa) that results in the deliberate destroying, falsifying, altering or concealing of evidence or making false statement(s) to investigators or any official in order to impede an investigation into allegations of a coercive, collusive, corrupt, fraudulent or prohibited practice;

- (bb) that threatens, harasses or intimidates any party to prevent him or her from either disclosing his or her knowledge of matters relevant to an investigation or from pursuing the investigation; and/or
 - (cc) intended to impede the conduct of an inspection and/or the exercise of audit rights of MCC and/or an authorized Inspector General of MCC provided for in the Contract and under the Compact and related agreements; and
- (vi) ***“prohibited practice”*** means any action that violates Section E (Compliance with Anti-Corruption, Anti-Money Laundering, Terrorist Financing, and Trafficking in Persons Statutes and Other Restrictions) of Annex B (Additional Provisions) of the Contract.
- (b) MCC may cancel any portion or all of the MCC Funding allocated to the Contract if it determines at any time that representatives of the MCA Entity, the Consultant or any other beneficiary of the MCC Funding were engaged in any coercive, collusive, corrupt, fraudulent, obstructive or prohibited practices during the selection process or the performance of the Contract, or another MCC-funded contract, without the MCA Entity, the Consultant or such other beneficiary having taken timely and appropriate action satisfactory to MCC to remedy the situation.
- (c) MCC and the MCA Entity may pursue sanction of the Consultant, including declaring the Consultant ineligible, either indefinitely or for a stated period of time, to be awarded any MCC-funded contract if at any time either MCC or the MCA Entity determines that the contractor has, directly or through an agent, engaged in any coercive, collusive, corrupt, fraudulent, obstructive or prohibited practices in competing for, or in performance of, the Contract or another MCC-funded contract.
- (d) If the MCA Entity or MCC determines that the Consultant, any subcontractor, any of the Consultant’s Personnel, or any agent or affiliate of any of them has, directly or indirectly, engaged in coercive, collusive, corrupt, fraudulent, obstructive or prohibited practices, in competing for or in the performance of the Contract, then the MCA Entity or MCC may, by notice, immediately terminate the Contract, and the provisions of Clause 3.1 shall apply.
- (e) Should any of the Consultant’s Personnel be determined to have engaged in coercive, collusive, corrupt, fraudulent, obstructive or prohibited practices during the competition for or execution of the Contract, but the MCA Entity or MCC determines not to terminate the Contract in accordance with the immediately preceding sub-paragraph,

then the relevant Consultant's Personnel shall be removed in accordance with Clause 16.

21. Combatting Trafficking in Persons

21.1 MCC, along with other United States Government entities, has adopted a zero tolerance policy with regard to Trafficking in Persons ("TIP") through its Counter-Trafficking in Persons Policy.¹ In pursuance of this policy:

(a) **Defined Terms.** For purposes of the application and interpretation of this Sub-Clause:

(i) The terms "coercion," "commercial sex act," "debt bondage," "employee," "forced labor," "fraud," "involuntary servitude," and "sex trafficking" have the meanings given such terms in the MCC Counter-Trafficking in Persons Policy ("MCC C-TIP Policy") and such definitions are incorporated by reference into this Sub-Clause; and

(ii) "Trafficking in Persons" means (A) Sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; (B) The recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

(b) **Prohibition.** Contractors, subcontractors, Consultants, Sub-Consultants and any of their respective Personnel shall not engage in any form of Trafficking in Persons during the period of performance of any contract funded, in whole or in part, with MCC funding and must also comply with those prohibitions described in U.S. laws and Executive Orders regarding TIP, including using misleading recruitment practices; charging employees recruitment fees; or destroying, concealing, confiscating, or otherwise denying access by an employee to the employee's identity documents.

(c) **Consultant Requirements.**

(i) Each contractor, subcontractor, Consultant or Sub-Consultant shall:

a. notify its employees of the MCC C-TIP Policy and of the actions that will be taken against Personnel for violations of this policy. Such actions may include, but are not limited to, removal from the contract, reduction in benefits, or termination of employment; and

¹ <https://www.mcc.gov/resources/doc/policy-counter-trafficking-in-persons-policy>

- b. take appropriate action, up to and including termination, against Personnel or subcontractors or Sub-Consultants that violate the prohibitions set out in this policy.
- (ii) Each Consultant shall:
- a. certify that it is not engaged in, facilitating, or allowing any activities constituting Trafficking in Persons, or related activities also prohibited under this policy, for the duration of the Contract;
 - b. provide assurances that activities constituting Trafficking in Persons, or related activities also prohibited under this policy, will not be tolerated on the part of its Personnel, subcontractors or Sub-Consultants (as the case may be), or their respective employees; and
 - c. acknowledge that engaging in such activities is cause for suspension or termination of employment or of the Contract.
- (iii) A bidder, supplier, contractor, subcontractor, Consultant or Sub-Consultant shall inform the MCA Entity immediately of:
- a. any information it receives from any source (including law enforcement) that alleges its Personnel, subcontractor, Sub-Consultant, or the employee of a subcontractor or Sub-Consultant, has engaged in conduct that violates this policy; and
 - b. any actions taken against any Personnel, subcontractor, subcontractor/consultant, or the employee of a subcontractor or Sub-Consultant, pursuant to these requirements.
- (d) **Remedies.** Once the incident has been confirmed and depending on the severity of each case, the MCA Entity will apply remedies, which could include:
- (i) the MCA Entity requiring the Consultant to remove the involved Personnel, Sub-Consultant or any of its involved Personnel, or any involved agent or affiliate;
 - (ii) the MCA Entity requiring the termination of a subcontract or sub-award;
 - (iii) suspension of Contract payments until the breach is remedied to the satisfaction of the MCA Entity;
 - (iv) loss of incentive payment, consistent with the incentive plan set out in the Contract, if any, for the performance period in which the MCA Entity determined non-compliance;
 - (v) the MCA Entity pursuing sanctions against the

Consultant, including declaring the Consultant ineligible, either indefinitely or for a stated period of time, to be awarded any MCC-funded contract; and

(vi) termination of the Contract by the MCA Entity for default or cause in accordance with the termination clause of the Contract

- 22. Gender and Social Inclusion** 22.1 The Consultant shall ensure that its activities under the Contract comply with the MCC Gender Policy² and the MCA Entity’s Social and Gender Integration Plan, as relevant to the activities performed under this Contract. The MCC Gender Policy requires that activities funded by MCC specifically address social and gender inequalities to ensure opportunities for the participation and benefit of women and vulnerable groups, as well as to ensure that its activities do not cause significant negative social and gender impacts.
- 23. Prohibition of Harmful Child Labor** 23.1 The Consultant shall not employ any child to perform any work that is economically exploitative, or is likely to be hazardous to, or to interfere with the child’s education, or to be harmful to the child’s health or physical, mental, spiritual, moral or social development. The Consultant will identify the presence of all persons under the age of eighteen (18). Where national laws have provisions for the employment of minors, the Consultant will follow Applicable Law. Children under the age of eighteen (18) will not be employed in hazardous work. All work of persons under the age of eighteen (18) will be subject to an appropriate risk assessment and regular monitoring of health, working conditions, and hours of work.
- 24. Prohibition of Sexual Harassment** 24.1 The Consultant shall prohibit sexual harassment behaviors directed at Compact beneficiaries, MCA Entity employees or MCA Entity consultants. Examples of sexual harassment include, but are not limited to, the following behaviors: unwelcome sexual advances; requests for sexual favors; verbal or physical harassment of a sexual nature; or offensive remarks about a person’s sex, sexual orientation or non-conformity with gender stereotypes. The MCA Entity may investigate allegations of sexual harassment as it determines appropriate. The Consultant shall fully cooperate with any investigation conducted by the MCA Entity regarding breach of this provision. The Consultant will ensure that any incident of sexual harassment investigated by the MCA Entity has been resolved to the MCA Entity’s satisfaction.
- 25. Non-Discrimination and Equal Opportunity** 25.1 The MCA Entity adheres to the principle of equal opportunity and fair treatment in its employment practices. The MCA Entity expects that the Consultant shall not make employment decisions on the basis of personal characteristics unrelated to inherent job requirements. Personal characteristics include sex, race, nationality, ethnic, social and indigenous origin, religion or belief, disability, age, sexual orientation, and gender identity. The MCA Entity expects that the Consultant shall base its employment decisions on the principle of equal opportunity and fair

² Available at: <https://assets.mcc.gov/guidance/mcc-policy-gender.pdf>

treatment, and shall not discriminate with respect to aspects of the employment relationship, including recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment, access to training, promotion, termination of employment or retirement, and discipline. Special measures of protection or assistance to remedy past discrimination or selection for a particular job based on the inherent requirements of the job shall not be deemed discrimination.

26. Conflict of Interests

26.1 The Consultant shall hold the MCA Entity's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or its own corporate interests.

Prohibition of Conflicting Activities

26.2 The Consultant shall not engage, and shall cause its Personnel as well as its Sub-Consultants and their Personnel not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.

27. Consultant's Actions Requiring the MCA Entity's Prior Approval

16.1 In addition to any modification or variation of the terms and conditions of this Contract, the Consultant shall obtain the MCA Entity's prior approval in writing before taking any of the following actions:

- (d) any change or addition to the Personnel listed in Appendix B;
- (e) entering into a subcontract with a Sub-Consultant for the performance of any part of the Services; and
- (c) any other action that may be **specified in the Contract**.

28. Use of Funds

28.1 The Consultant shall ensure that its activities do not violate provisions relating to use of funds and the prohibition of activities likely to cause a significant environmental, health or safety hazard, as set out in Annex B. Environmental, health, and safety hazards are defined in Appendix A of the MCC Environmental Guidelines available at www.mcc.gov.

29. Change in the Applicable Law Related to Taxes and Duties

29.1 If, after the date of this Contract, there is any change in the Applicable Law with respect to Taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, payments to the Consultant shall not be adjusted. However, the provisions of GCC Sub-Clause 17(e) shall be applicable in such a situation.

**30. The Compact
End Date**

The MCA-Malawi may assign the whole or any part, or any benefit or interest in or under, the Contract to another person or entity of the Government (or another entity designated by the Government) without the consent of the Consultant at any time after the termination or expiration of the Compact. The MCA-Malawi shall notify the Consultant within 10 days of any such assignment. Such an assignment will not be considered a Modification under the Contract.

III. APPENDICES

LIST OF APPENDICES

Appendix A:	Scope of Services/Terms of Reference
<i>Annex 1:</i>	<i>Consultant's proposed Approach Methodology & Work Plan</i>
Appendix B:	Consultant's Personnel
Appendix C:	Consultant's Reporting Obligations
Appendix D:	Consultant's Breakdown of Rates
Appendix E:	Additional Provisions

Appendix A:

ADDITIONAL PROVISIONS

Capitalized terms that are used but not defined in this Appendix shall have the meaning given to them in the Conditions of Contract or in the Compact or related agreements.

The MCA Entity is responsible for the oversight and management of the implementation of the Compact on behalf of the Government, and intends to apply a portion of the proceeds of the Compact to eligible payments under this Contract, provided that (a) such payments will only be made at the request of and on behalf of the MCA Entity and as authorized by the Fiscal Agent, (b) MCC shall have no obligations to the Consultant under the Compact or this Contract, (c) such payments will be subject, in all respects, to the terms and conditions of the Compact, and (d) no party other than the Government and the MCA Entity shall derive any rights from the Compact or have any claim to MCC Funding.

A. MCC Status; Reserved Rights; Third-Party Beneficiary

1. MCC Status. MCC is a United States Government corporation acting on behalf of the United States Government in the implementation of the Compact. As such, MCC has no liability under this Contract, and is immune from any action or proceeding arising under or relating to this Contract. In matters arising under or relating to this Contract, MCC is not subject to the jurisdiction of the courts or any other juridical or other body of any jurisdiction.

2. MCC Reserved Rights.

- (a) Certain rights are expressly reserved to MCC under this Contract, the Compact and other related Compact documents, including the right to approve the terms and conditions of this Contract, as well as any amendments or modifications hereto, and the right to suspend or terminate this Contract.
- (b) MCC, in reserving such rights under this Contract, the Compact or other related Compact documents, has acted solely as a funding entity to assure the proper use of United States Government funds, and any decision by MCC to exercise or refrain from exercising these rights shall be made as a funding entity in the course of funding the activity and shall not be construed as making MCC a party to this Contract.
- (c) MCC may, from time to time, exercise its rights, or discuss matters related to this Contract with the Parties or the Government, as appropriate, jointly or separately, without thereby incurring any responsibility or liability to any party.
- (d) Any approval (or failure to approve) or exercise of (or failure to exercise) any rights by MCC shall not bar the Government, the MCA Entity, MCC or any other person or entity from asserting any right against the Consultant, or relieve the Consultant of any liability which the Consultant might otherwise have to the Government, the MCA Entity, MCC, or any other person or entity. For the purposes of this clause (d), MCC shall be deemed to include any MCC officer, director, employee, affiliate, contractor, agent or representative.

3. Third-Party Beneficiary. MCC shall be deemed to be a third party beneficiary under this Contract.

B. Limitations on the Use or Treatment of MCC Funding

The use and treatment of MCC Funding in connection with this Contract does not, and shall not, violate any limitations or requirements specified in the Compact or any other relevant agreement or Implementation Letter or applicable law or United States Government policy. A summary of the applicable provisions referenced in this paragraph may be found on the MCC website at www.mcc.gov/guidance/compact/funding_limitations.pdf.

C. Procurement

The Consultant shall ensure that all procurements of goods, services or works under, related to or in furtherance of this Contract shall be consistent with the general principles set forth in the Compact and in the MCC Program Procurement Guidelines from time to time in effect as posted on the MCC website at www.mcc.gov. The Consultant shall comply with the eligibility requirements related to prohibited source or restricted party provisions in accordance with U.S. law, regulations and policy, applicable World Bank policies or guidelines and in accordance with other eligibility requirements as may be specified by MCC or the MCA Entity. A summary of the applicable provisions referenced in this paragraph may be found on the MCC website at www.mcc.gov/guidance/compact/procurement_awards_provisions.pdf.

D. Reports and Information; Access; Audits; Reviews

1. Reports and Information. The Consultant shall maintain such books and records and provide such reports, documents, data or other information to MCA-Malawi in the manner and to the extent required by Sections 3.7 (a) and (b) of the Compact or related documents and as may be reasonably requested by MCA-Malawi from time to time in order to comply with its reporting requirements arising under the Compact or related documents. MCC may freely use any information it receives in any report or document provided to it in any way that MCC sees fit. The provisions of Section 3.8(a) and (b) of the Compact that are applicable to the Government in this regard shall apply, *mutatis mutandis*, to the Consultant as if the Consultant were the Government under the Compact. A summary of the applicable provisions referenced in this paragraph may be found on the MCC website at www.mcc.gov/guidance/compact/audits_reviews_provisions.pdf.

2. Access; Audits and Reviews. Upon MCC's request, the Consultant shall permit such access, audits, reviews and evaluations as provided in the Compact or related documents. The provisions of the Compact that are applicable to the Government with respect to access and audits shall apply, *mutatis mutandis*, to the Consultant as if the Consultant were the Government under the Compact. A summary of the applicable provisions referenced in this paragraph may be found on the MCC website at www.mcc.gov/guidance/compact/audits_reviews_provisions.pdf.

3. Application to Providers. The Consultant shall ensure the inclusion of the applicable audit, access and reporting requirements in its contracts or agreements with other providers in

connection with this Contract. A summary of the applicable requirements may be found on the MCC website at www.mcc.gov/guidance/compact/audits_reviews_provisions.pdf.

E. Compliance with Anti-Corruption, Anti-Money Laundering and Terrorist Financing Statutes and Other Restrictions

1. The Consultant shall ensure that no payments have been or will be made by the Consultant to any official of the Government, the MCA Entity, or any third party (including any other government official) in connection with this Contract in violation of the United States Foreign Corrupt Practices Act of 1977, as amended (15 U.S.C. 78a et seq.) (the “FCPA”) or that would otherwise be in violation of the FCPA if the party making such payment were deemed to be a United States person or entity subject to the FCPA, or similar statute applicable to this Contract, including any local laws. The Consultant affirms that no payments have been or will be received by any official, employee, agent or representative of the Consultant in connection with this Contract in violation of the FCPA or that would otherwise be in violation of the FCPA if the party making such payment were deemed to be a United States person or entity subject to the FCPA, or similar statute applicable to this Contract, including any local laws.

2. The Consultant shall not provide material support or resources directly or indirectly to, or knowingly permit MCC Funding to be transferred to, any individual, corporation or other entity that the Consultant knows, or has reason to know, commits, attempts to commit, advocates, facilitates, or participates in any terrorist activity, or has committed, attempted to commit, advocated, facilitated or participated in any terrorist activity, including, but not limited to, the individuals and entities (i) on the master list of Specially Designated Nationals and Blocked Persons maintained by the U.S. Department of Treasury’s Office of Foreign Assets Control, which list is available at www.treas.gov/offices/enforcement/ofac, (ii) on the consolidated list of individuals and entities maintained by the “1267 Committee” of the United Nations Security Council, (iii) on the list maintained on www.epls.gov or (iv) on such other list as the MCA Entity may request from time to time. For purposes of this provision, “material support and resources” includes currency, monetary instruments or other financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.

3. The Consultant shall ensure that its activities under this Contract comply with all applicable U.S. laws, regulations and executive orders regarding money laundering, terrorist financing, U.S. sanctions laws, restrictive trade practices, boycotts, and all other economic sanctions promulgated from time to time by means of statute, executive order, regulation or as administered by the Office of Foreign Assets Control of the United States Treasury Department or any successor governmental authority, including, 18 U.S.C. § 1956, 18 U.S.C. § 1957, 18 U.S.C. § 2339A, 18 U.S.C. § 2339B, 18 U.S.C. § 2339C, 18 U.S.C. § 981, 18 U.S.C. § 982, Executive Order 13224, 15 C.F.R. Part 760, and those economic sanctions programs enumerated at 31 C.F.R. Parts 500 through 598 and shall ensure that its activities under this Contract comply with any policies and procedures for monitoring operations to ensure compliance, as may be established from time to time by MCC, the MCA Entity, the Fiscal Agent, or the Bank, as may be applicable. The Consultant shall verify, or cause to be verified, appropriately any individual, corporation or other entity with access to or recipient of funds, which verification shall be conducted in accordance with the procedures set out in the MCC Program Procurement Guidance paper entitled “*Excluded Parties Verification Procedures in MCA Entity Program*”

Procurements” that can be found on MCC’s website at <http://www.mcc.gov/procurement/mca-guidancepapers.php>. The Consultant shall (A) conduct the monitoring referred to in this paragraph on at least a quarterly basis, or such other reasonable period as the MCA Entity or MCC may request from time to time and (B) deliver a report of such periodic monitoring to the MCA Entity with a copy to MCC.

4. Other restrictions on the Consultant shall apply as set forth in the Compact or related documents with respect to any activities in violation of other applicable U.S. laws, regulations, executive orders or policies, any misconduct injurious to MCC or the MCA Entity, any activity contrary to the national security interests of the United States or any other activity that materially and adversely affects the ability of the Government or any other party to effectively implement, or ensure the effective implementation of, the Program or any Project or to otherwise carry out its responsibilities or obligations under or in furtherance of the Compact or any related document or that materially and adversely affects the Program assets or any Permitted Account.

F. Publicity, Information and Marking

1. The Consultant shall cooperate with the MCA Entity and the Government to provide the appropriate publicity to the goods, works and services provided under this Contract, including identifying Program activity sites and marking Program assets as goods, works and services funded by the United States, acting through MCC, all in accordance with the MCC Standards for Corporate Marking and Branding, available on the MCC website at <http://www.mcc.gov/documents/mcc-marking-corporate-v2.pdf>; provided, however, that any press release or announcement regarding MCC or the fact that MCC is funding the Program or any other publicity materials referencing MCC, shall be subject to MCC’s prior written approval and must be consistent with any instructions provided by MCC from time to time in relevant Implementation Letters.

2. Upon the termination or expiration of the Compact, the Consultant shall, upon MCC’s request, cause the removal of any such markings and any references to MCC in any publicity materials.

G. Insurance

The Consultant shall obtain insurance or other protections appropriate to cover against risks or liabilities associated with performance of this Contract. The Consultant shall be named as payee on any such insurance. The MCA Entity and, at MCC’s request MCC, shall be named as additional insureds on any such insurance or other guarantee, to the extent permissible under applicable laws. The Consultant shall ensure that any proceeds from claims paid under such insurance or any other form of guarantee shall be used to replace or repair any loss or to pursue the procurement of the covered goods, works and services; provided, however, that at MCC’s election, such proceeds shall be deposited in an account as designated by the MCA Entity and acceptable to MCC or as otherwise directed by MCC.

H. Conflict of Interest

The Consultant shall ensure that no officer, director, employee, affiliate, contractor, subcontractor, agent, advisor or representative of the Consultant participates in the selection, award, administration or oversight of a contract, grant or other benefit or transaction funded in

whole or in part (directly or indirectly) by MCC Funding in connection with this Contract, in which (i) the entity, the person, members of the person's immediate family or household or his or her business partners, or organizations controlled by or substantially involving such person or entity, has or have a financial or other interest or (ii) the person or entity is negotiating or has any arrangement concerning prospective employment, unless such person or entity has first disclosed in writing to the parties under this Contract and MCC the conflict of interest and, following such disclosure, the parties to this Contract agree in writing to proceed notwithstanding such conflict. The Consultant shall ensure that none of its officers, directors, employees, affiliates, contractors, subcontractors, agents, advisors or representatives involved in the selection, award, administration, oversight or implementation of any contract, grant or other benefit or transaction funded in whole or in part (directly or indirectly) by MCC Funding in connection with this Contract shall solicit or accept from or offer to a third party or seek or be promised (directly or indirectly) for itself or for another person or entity any gift, gratuity, favor or benefit, other than items of *de minimis* value and otherwise consistent with such guidance as MCC may provide from time to time. The Consultant shall ensure that none of its officers, directors, employees, affiliates, contractors, subcontractors, agents, advisors or representatives engage in any activity which is, or gives the appearance of being, a conflict of interest in connection with this Contract. Without limiting the foregoing, the Consultant shall comply, and ensure compliance, with the applicable conflicts of interest and ethics policies of the MCA Entity as provided by the MCA Entity to the Consultant.

I. Inconsistencies

In the event of any conflict between this Contract and the Compact and/or the Program Implementation Agreement, the term(s) of the Compact or the Program Implementation Agreement, as appropriate, shall prevail. The Compact shall prevail over the Program Implementation Agreement.

J. Other Provisions

The Consultant shall abide by such other terms or conditions as may be specified by the MCA Entity or MCC in connection with this Contract.

K. Flow-Through Provisions

In any subcontract or sub-award entered into by the Consultant, as permitted by this Contract, the Consultant shall ensure the inclusion of all the provisions contained in paragraphs (A) through (J) above.

L. Combating Trafficking in Persons

1. Background

MCC has a zero tolerance policy with regard to trafficking in persons. Trafficking in persons (TIP) is the crime of using force, fraud, and/or coercion to exploit another person. Human trafficking can take the form of domestic servitude, peonage, forced labor, sexual servitude, bonded labor, and the use of child soldiers. This practice deprives people of their human rights and freedoms, increases global health risks, fuels growing networks of organized crime, and can sustain levels of poverty and impede development. The U.S. Government, led by the Department

of State, is committed to making progress against the global crime and human rights abuse of TIP. MCC is committed to working with partner countries to ensure appropriate steps are taken to prevent, mitigate, and monitor TIP risks in the countries it partners with and projects it funds. For more on MCC's approach to combating TIP please visit: <http://www.mcc.gov/documents/reports/issuebrief-2010002011002-mccandtip.pdf>

2. Defined Terms

For the purposes of these provisions, the terms set forth below are defined as follows:

- 2.1 “coercion” means (a) threats of serious harm to or physical restraint against any person; (b) any scheme, plan, or pattern intended to cause a person to believe that failure to perform an act would result in serious harm to or physical restraint against any person; or (c) the abuse or threatened abuse of the legal process.
- 2.2 “commercial sex act” means any sex act on account of which anything of value is given to or received by any person.
- 2.3 “debt bondage” means the status or condition of a debtor arising from a pledge by the debtor of his or her personal services or of those of a person under his or her control as a security for debt, if the value of those services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of those services are not respectively limited and defined.
- 2.4 “employee” means an employee of a bidder, supplier, contractor, subcontractor, consultant, or sub-consultant directly engaged in the performance of work under the contract who has other than a minimal impact or involvement in contract performance.
- 2.5 “forced labor” means knowingly providing or obtaining the labor or services of a person (a) by threats of serious harm to, or physical restraint against, that person or another person; (b) by means of any scheme, plan, or pattern intended to cause the person to believe that, if the person did not perform such labor or services, that person or another person would suffer serious harm or physical restraint; or (c) by means of the abuse or threatened abuse of law or the legal process.
- 2.6 “fraud” means any act or omission, including any misrepresentation, in order to influence (or attempt to influence) any person to engage (knowingly or unknowingly) in any of the activities prohibited by this Part 15. Examples of fraud include, but are not limited to, false promises for specific employment; promises of money or other compensation that is never paid; working conditions that are not as promised; and a person being told he or she would receive legitimate immigration papers or legal authorizations necessary to work that are never received.
- 2.7 “involuntary servitude” includes a condition of servitude induced by means of (a) any scheme, plan, or pattern intended to cause a person to believe that, if the person did not enter into or continue in such conditions, that person or another person would suffer serious harm or physical restraint; or (b) the abuse or threatened abuse of the legal process.
- 2.9 “severe forms of trafficking in persons” means (a) sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or (b) the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use

of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

- 2.10 “sex trafficking” means the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act.

3. Prohibition

MCC has adopted a zero tolerance policy regarding TIP. Bidders, suppliers, contractors, subcontractors, consultants, sub-consultants and any of their respective employees shall not:

- a. engage in severe forms of trafficking in persons during the period of performance of any contract funded, in whole or in part, with MCC funding;
- b. procure commercial sex acts during the period of performance of any contract funded, in whole or in part, with MCC funding; or
- c. use forced labor in the performance of any contract funded, in whole or in part with MCC funding.

4. Requirements

- a. Each bidder, supplier, contractor, subcontractor, consultant or sub-consultant shall:
 - i. notify its employees of (i) MCC’s zero tolerance policy with regard to TIP and the prohibited activities described in section P15.3; and (ii) the actions that will be taken against employees for violations of this policy. Such actions may include, but are not limited to, removal from the contract, reduction in benefits, or termination of employment; and
 - ii. take appropriate action, up to and including termination, against employees or subcontractors or sub-consultants that violate the prohibitions set out in section P15.3.
- b. Each bidder (whether to be a supplier or contractor) or consultant, as part of its bid or proposal, shall:
 - i. certify that it is not engaged in, facilitating, or allowing any of the prohibited activities described in section P 15.3 for the duration of the contract;
 - ii. provide assurances that the prohibited activities described in section P 15.3 will not be tolerated on the part of employees or subcontractors, or sub-consultants (as the case may be), or their respective employees; and
 - iii. acknowledge that engaging in such activities is cause for suspension or termination of employment or of the contract.

- c. Each contractor shall prepare and implement a TIP risk management plan in form and substance satisfactory to the MCA Entity (and, at its discretion, MCC). The risk management plan will include:
 - i. a plan to raise the level of awareness of employees and subcontractors on the issue including providing information on the risk areas and the penalties for involvement in any of the prohibited activities described in section P 15.3; and
 - ii. a requirement and system to report suspicions or known incidents of any of the prohibited activities described in section P 15.3 to the MCA Entity and responsible government authorities, and to refer potential victims to appropriate agencies.

The TIP risk management plan may be presented as a stand-alone document, or, to benefit from existing synergies and processes, it may be integrated into a Health & Safety Plan to be developed by the contractor following contract award and approved by the MCA Entity, and should be incorporated into any relevant training programs.

5. Notification

A bidder, supplier, contractor, subcontractor, consultant or sub-consultant shall inform the MCA Entity immediately of:

- a. any information it receives from any source (including law enforcement) that alleges its employee, subcontractor, sub-consultant, or the employee of a subcontractor or sub-consultant, has engaged in conduct that violates this policy; and
- b. any actions taken against any employee, subcontractor, sub-consultant, or the employee of a subcontractor or sub-consultant, pursuant to these requirements.

6. Remedies

In addition to other remedies available to the MCA Entity or MCC, a bidder's, supplier's, contractor's, subcontractor's, consultant's, or sub-consultant's failure to comply with the requirements of this Part 15 may result in:

- a. requiring the supplier, contractor, subcontractor, consultant or sub-consultant to remove the involved employee or employees from the performance of the contract;
- b. requiring the supplier, contractor, subcontractor, consultant or sub-consultant to terminate a subcontract;
- c. suspension of contract payments;
- d. loss of incentive payment, consistent with the incentive plan set out in the contract, if any, for the performance period in which the MCA Entity or MCC determined non-compliance;
- e. termination of the contract for default or cause, in accordance with the termination clause of the contract; and
- f. suspension or debarment of the bidder, supplier, contractor, subcontractor, consultant or sub-consultant from any contract funded, in whole or in part, with MCC funding.

7. Subcontracts

The supplier, contractor, subcontractor, consultant or sub-consultant shall include the substance of all of the provisions of this Part 15, including this section P15.7, in all subcontracts.

8. Mitigating Factor

The MCA Entity and MCC may consider whether the bidder, supplier, contractor, subcontractor, consultant or sub-consultant had a TIP awareness program at the time of any violation as a mitigating factor when determining remedies.