

**Request for Proposal**

**for**

the Provision of Consultancy Services to carry out a Salary Review Exercise

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**Procurement No: SC/SRFP27-SIA/07-20/04**

*State Informatics Limited, 2 St Georges Street, Port Louis, 207 8000,* [*silmail@sil.mu*](mailto:silmail@sil.mu)

**Request for Proposal**

**LETTER OF INVITATION**

Dear Sir,

**Subject:** Consultancy Services to carry out a Salary Review Exercise

1. You are hereby invited to submit your best technical and financial proposals for Consultancy services to carry out a Salary Review Exercise required for the State Informatics Ltd. Your offer could form part of the basis for negotiations and ultimately a contract between you and the State Informatics Ltd.

2. The purpose of the Salary Review exercise is to undertake a comprehensive examination of the existing policies and practices governing remuneration arrangements for all positions at SIL including the benchmarking of salary, benefits, terms and conditions, and review of the Performance Management System and to make appropriate recommendations.

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3. The following documents are enclosed to enable you to submit your proposal:

(a) The Terms of Reference (TOR) (Annexure 1);

(b) Supplementary information for consultants, including a suggested format of curriculum vitae (Annexure 2); and

(c) A sample format of the Service Contract under which the service will be performed (Annexure 3).

4. Any request for clarification should be forwarded via e-mail addressed to purchasing[@sil.mu](mailto:dheerendra.chuckowree@sil.mu) and should be received 14 days prior to the deadline set for submission of proposals specified in paragraph 7.

5. The State Informatics Ltd. requires that bidders participating in the procurement in Mauritius observe the highest standard of ethics during the procurement process and execution of contracts.

Consultants are advised to consult the website of the Procurement Policy Office of Mauritius [ppo.govmu](http://ppo.gov.mu).org to acquaint themselves with the legislations related to procurement in Mauritius.

**6. Eligibility**

6.1 (a) A consultant that is under a declaration of ineligibility by the Government of Mauritius in accordance with applicable laws at the date of the deadline for bid submission and thereafter shall be disqualified.

1. *Proposals from consultants appearing on the ineligibility lists of African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank Group and World Bank Group shall be rejected.*

Links for checking the ineligibility lists are available on the PPO’s website: *ppo.govmu.org*

1. Consultants should submit a statement on past and present declaration of ineligibility, if any, by any international agency or any termination of contract for unsuccessful completion of assignment, giving adequate details to enable a fair assessment.

7. **Submission of Proposals**

The proposals from the Consultants shall be submitted in two separate files in pdf format, viz., Technical and Financial, and should follow the form given in the "Supplementary Information for Consultants”.

Bids must be submitted by email at [purchasing@sil.mu](mailto:purchasing@sil.mu) in accordance with the Instructions to bidders and must be password protected and subject line of the email should be “Provision for Consultancy Services to carry out a Salary Review Exercise- SC/SRFP27-SIA/07-20/04”.

The passwords of the Technical and Financial proposal documents must be submitted by email at [silmail@sil.mu](mailto:silmail@sil.mu) on the next day following the closure of the tender exercise.

The tender closure date is the **26th January 2022.**  Bids received after the closure date will not be considered.

**8. Deciding Award of Contract**

Qualification and experience of the consultants and team members shall be considered as the main requirement. The proposals will be evaluated on the basis of a maximum of 70 marks for Technical Proposal and 30 marks for Financial proposal. Proposals from consultants should score at least 50 marks for the Technical Proposal to be retained for further consideration.

Negotiations will start with the Consultant scoring the highest marks and if negotiation is not successful, negotiation will start with the next best ranked Consultant and so on until an agreement is reached. Should you be contacted for negotiations, you must be prepared to furnish the detailed cost break-down and other clarifications to the proposals submitted by you, as may be required to adjudge the reasonableness of your price proposals.

9. Please note that the State Informatics Ltd. is not bound to select any of the consultants submitting proposals.

10. It is estimated that the duration of the assignment shall be for a period of **3 to 4 Months.** You should base your financial proposal on these figures, giving an indication of man-months considered necessary by you to undertake the assignment.

11. You are requested to hold your proposal valid for **180 days** from the deadline for submission of proposals during which period you will maintain without change, your proposed price. State Informatics Limited will make its best efforts to finalize the agreement within this period.

12. Please note that the cost of preparing a proposal and of negotiating a contract including visits to Mauritius, if any, is not reimbursable as a direct cost of the assignment.

13. **Tax Liability**

Please note that the remuneration which you receive from this contract will be subject to normal tax liability in Mauritius.

Consultant, other than Mauritian nationals, shall be subject to local taxes (such as: value added tax, social charges or income taxes on non-resident Foreign Personnel, duties, fees, levies) on amounts payable by the Client under the Contract.

Note: With respect to temporary admissions, the temporary admission regime under the Customs Act will apply.

Consultants are requested to contact the Mauritius Revenue Authority at the following address to obtain the relevant information in this respect.

Mauritius Revenue Authority

Ehram Court, Cnr Mgr. Gonin & Sir Virgil Naz Streets, Port Louis, Mauritius

Tel: +230 207 6000 Fax: +230 207 6053

Email: largetaxpayer@mra.mu

Website: <http://mra.mu>

14. The Consultant shall meet the cost of any insurance and/or medical examination or treatment required by him/her in the course of performing the services.

15. We commit ourselves to maintain the highest standard of integrity and ethical principles during all stages of the procurement cycle.

16. We should appreciate if you would inform us by email:

(a) your acknowledgment of the receipt of this Letter of Invitation; and

(b) whether or not you will be submitting the proposal.

17. State Informatics Limited would like to thank you for considering this invitation for submission of proposals.

Yours faithfully,

**……………………………………..**

**Mr Dheerendra Chuckowree**

**Accountant**

**Enclosures:**

Annexure 1: Terms of Reference.

Annexure 2: Supplementary Information to Consultant.

Annexure 3: Draft contract under which service will be performed.

**Annexure – 1**

**TERMS OF REFERENCE**

**Part 1. – Background**

The last salary review exercise at State Informatics Ltd (SIL) was conducted in December 2015. The recommendations of the *Review of Salary, grading structure and conditions of employment Report 2015* became effective as from July 2013.

In undertaking this exercise, the consultant is required to provide a comprehensive justification for any observations, advice given and recommendations made.

**Part 2. – The Services:**

**Lot 1 – Review of Pay and Grading Structures, Conditions of Employment and HR Policies**

1. Examine and report on best practice trends, including emerging trends, with respect to remuneration policies and practice with regard to staff grades at SIL;
2. Examine the remuneration package currently offered to employees in the sector from existing reports, document the areas of difference and note any impact arising from any such differences;
3. Develop and formulate, while keeping staff costs within affordable limits, recommendations on all aspects of organisation structure, salary, grading, employment conditions and pensions taking into consideration the strategic orientations of State Informatics Limited and the need to:
   1. improve efficiency and productivity, and remain competitive in the face of growing competition;
   2. have fair differential in reward for different levels of responsibilities and for strategic technical staff;
   3. strike the right balance between the business objectives of SIL and the legitimate aspiration of the staff for career progression;
   4. eliminate existing grading anomalies;
   5. establish a reward system to recognize higher performance for enhanced productivity;
   6. consider management proposals and representations (oral or written) from staff and union, and
   7. To recommend a percentile position for the salary level at SIL.
4. To review and propose new terms and conditions of employment, and other benefits applicable to employees with a view to comply with current legislation and rationalize and align with the market trend so as to contribute to the competitive advantage of SIL.

## Lot 2 – Performance Management System

Assess and propose a Performance Management System (PMS) while considering the following among others:

* 1. KRAs, KPIs and metrics as well as template for the PMS
  2. Data collection mechanism
  3. Mentoring program for all staff
  4. Method of Appraisal
  5. An Appeal Mechanism

**Part 3. – Contract duration and fees**

1. Duration of initial contract – as specified in Proposal
2. Contract is on a lump-sum basis.
3. Financial proposal should be provided for each lot separately. SIL will reserve the right to award the lots to separate bidders and also not to make award for the 2 lots. Bidders can quote for any lot and will not be disqualified if quoting for 1 lot only.
4. Payment terms will be defined as per contractual agreement.
5. Total Budget for this exercise is MUR675,000 (exc. Vat).

**Part 4. – Deliverables**

Deliverables for this assignment shall include:

* Salary Survey Report (Match SIL v/s Market)
* Revised organization structure
* New terms and conditions of employment
* Salary Review Report
* New Performance Management System Report

**Part 5. – The technical assessment will be based on the followings:**

1. Number of similar assignments within the past 5 years
2. Qualifications of the Project Manager/Team Leader
3. Project Manager/Team Leader’s experience
4. Qualifications of the Team Members
5. Experience of team members
6. Proposed approach/method and plan

**Annexure - 2**

**SUPPLEMENTARY INFORMATION FOR CONSULTANTS**

**Proposals**

1. Proposals should include the following information:

(a) Technical Proposals

1. Curriculum Vitae of Consultant (F-2).
2. An outline of recent experience on assignments/ projects of similar nature executed in the format given in Form F-3.
3. Any comments or suggestions of the Consultant on the Terms of Reference (TOR).
4. A description of the manner in which the Consultant would plan to execute the work.
5. The Consultant's comments, if any, on the data, services and facilities to be provided by State Informatics Limited indicated in the Terms of Reference (TOR).
6. Certificate of Incorporation
7. Company’s last 3 years audited Financial Statement

(b) Financial Proposals

The financial proposals should be given in the form of summary of Contract estimate in Form F- 4.

The bidder can quote for either or both lots.

**Contract Negotiations**

3. The aim of the negotiations is to reach an agreement on all points with the Consultant and initial a draft contract by the conclusion of negotiations. Negotiations commence with a discussion of Consultant's proposal, the proposed work plan, and any suggestions you may have made to improve the Terms of Reference.

Once these matters have been agreed, financial negotiations will take place and will begin with a discussion of your proposed payment schedule.

**Review of reports**

4. A review committee of three members will review all reports and suggest any modifications/changes considered necessary within 15 days of receipt.

**FORM NO.F-1**

From: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ To: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Sir

**Hiring of Consultancy Services to carry out a Salary Review Exercise**

I/We ——————————— herewith enclose Technical and Financial Proposals for selection as Consultant for State Informatics Limited.

I/we undertake that, in competing for (and, if the award is made to me/us, in executing) the above contract, I/we will strictly abide by the Conduct for bidders and Contractors as provided under the Public Procurement Act 2006 of Mauritius.

I/we hereby certify that we have taken steps to ensure that no person acting for us or on our behalf will engage in any type of fraud and corruption during our participation in the bidding process and we commit ourselves to observe the same principles if the contract is awarded to me/us and during its execution. We understand that transgression of the above is a serious offence and appropriate actions will be taken against me/us.

Yours faithfully

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Full name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

and address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**FORM F-2**

**FORMAT OF CURRICULUM VITAE (CV) FOR CONSULTANT**

Name of Consultant:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Profession:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Birth:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Nationality:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Membership in Professional bodies:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Key Qualifications:**

[*Give an outline of experience and training most pertinent to tasks on assignment. Describe degree of responsibility held on relevant previous assignments and give dates and locations. Use about half a page.*]

**Education:**

[*Summarize college/university and other specialized education, giving names of institutions, dates attended, and degrees obtained. Use about one quarter of a page.*]

**Employment Record:**

[*Starting with present position, list in reverse order every employment held. List all positions held since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and employers references, where appropriate. Use about two pages.*]

**Languages:**

[*For each language indicate proficiency: excellent, good, fair, or poor; in speaking, reading, and writing* ]

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and experience.

**Date: *Day/Month/Year***

***[Signature of Consultant]***

**Full name of Consultant:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**FORM F-3**

**ASSIGNMENTS OF SIMILAR NATURE SUCCESSFULLY COMPLETED**

1. Outline of recent experience on assignments of similar nature:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Sl.No** | **Name of assignment** | **Name of Project** | **Owner or Sponsoring agency** | **Cost of Project** | **Date of Commencement** | **Date of Completion** | **Was**  **assignment**  **satisfactorily**  **completed** |
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**FORM F-4**

Financial Proposal Submission Form

[*Location, Date*]

To: [*Name and address of SIL*]

Dear Sir/Madam:

1. We, the undersigned, offer to provide the consulting services for Provision of Consultancy Services for **Salary** **Review** in accordance with your Request for Proposal dated [*Insert Date*] and our Technical Proposal. Our attached Financial Proposal is for the lump sum of MUR [*Insert amount(s) in words and figures*1].
2. 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.

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

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]:

Name and Title of Signatory:

Name of Firm:

Address:

1 Amounts must coincide with the ones indicated under Total Cost of Financial proposal.

Financial Proposal Submission Form

[*Location, Date*]

To: [*Name and address of SIL*]

Dear Sir/Madam:

1. We, the undersigned, offer to provide the consulting services for Provision of Consultancy Services for **Performance Management System** in accordance with your Request for Proposal dated [*Insert Date*] and our Technical Proposal. Our attached Financial Proposal is for the lump sum of [*Insert amount(s) in words and figures*1].
2. 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.

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

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]:

Name and Title of Signatory:

Name of Firm:

Address:

1 Amounts must coincide with the ones indicated under Total Cost of Financial proposal.

Summary of Costs

|  |  |
| --- | --- |
| Item | **Costs** |
| [*Indicate Currency #* ] |
| Total Costs of Financial Proposal |  |

**Annexure 3**

**CONTRACT No.**\_\_\_\_\_\_\_\_\_

**SERVICE CONTRACT**

**BETWEEN**

**State Informatics Limited**

**AND**

# ------------------------ CONSULTANT

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ANNEX I Terms of Reference

ANNEX II Contract Amount and Method of Payment

**THIS SERVICE CONTRACT** entered into this *[date]* , between the ………………(hereinafter called the "Client") and ………… (hereinafter called the "Consultant").

**WITNESS THAT:**

**WHEREAS** State Informatics Limited has determined the need to procure the services described, implied or referred to in this Contract, subject to the terms and conditions hereinafter set forth;

**WHEREAS** the Consultant represents and affirms that he/she possesses the requisite experience, qualifications, capability and skill to perform the said services;

**NOW THEREFORE** the parties hereto have agreed as follows:

**ARTICLE I**

**SCOPE OF SERVICES**

1.1 The services to be performed by the Consultant under this Contract (hereinafter called the "Services") are those described in the Terms of Reference attached hereto as Annex I to the present Contract. The Terms of Reference shall form an integral part of this Contract.

**ARTICLE II**

**COMMENCEMENT OF SERVICES AND DURATION OF CONTRACT**

2.1 The Consultant shall commence the Services on *[ date]* upon signature of the present Contract, and shall carry out the Services in a manner most suited to the requirements of the Contract and in accordance with the schedules and time limits established under the Terms of Reference (annex I) or indicated by State Informatics Limited*.*

2.2 The Services shall be for XXXXX calendar days, or whatever period as indicated by State Informatics Limited, beginning on the date of commencement of the Services, and ending not later than XXXX.

**ARTICLE III**

**DUTIES OF THE CONSULTANT**

3.1 The Consultant shall perform the services with all due care, diligence and efficiency, in accordance with the highest standards of professional competence, organization and responsibility, and in a manner acceptable to the State Informatics Limited.

3.2 The Consultant shall:

(a) regularly report to, and obtain direction and guidance from State Informatics Limited on all matters arising from or relating to the present Contract;

(b) promptly comply with such instructions as may be issued from time to time by State Informatics Limited in connection with the performance of the services.

* 1. The Consultant shall perform the services to the satisfaction of State Informatics Limited in accordance with the Terms of Reference and at such intervals as State Informatics Limited may require.

3.4 The Consultant shall keep and maintain accurate and complete accounts in respect of expenditure incurred under the present Contract in such form and detail as shall be satisfactory to State Informatics Limited for the purposes of making payment or settlement under the Contract, where applicable.

3.5 The Consultant shall meet the cost of any insurance and/or medical examination or treatment required by him/her in the course of performing the services.

3.6 The Consultant shall seek and obtain any visas or residence permits that he/she may require to carry out the services and perform his/her obligations under the present Contract. State Informatics Limited shall, as necessary, assist the Consultant in obtaining such visas and/or permits.

**ARTICLE IV**

**PAYMENT FOR THE SERVICES**

* 1. State Informatics Limited shall pay to the Consultant, in respect of the services, the various amounts specified in Annex II to this Contract (hereinafter referred to as the "Contract Amount").
  2. The Contract Amounts shall be paid to the Consultant in accordance with the modalities specified in Annex II to the present Contract, which forms an integral part hereof.

**ARTICLE V**

**CONFIDENTIALITY AND OWNERSHIP OF DOCUMENTS**

* 1. All documents, statistics, reports, data and other information provided, created, obtained or made available to the Consultant in connection with or by virtue of the present Contract, shall be treated as confidential by the Consultant, and the Consultant shall not be entitled to use or make copies of them for any purpose that is not related to the present Contract.
  2. The documents, statistics, reports and data under the preceding paragraph shall, upon the completion of Services or termination of this Contract, be promptly returned to State Informatics Limited*.*
  3. Any study, report or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.

**ARTICLE VI**

**ASSIGNMENT AND SUB-CONTRACTING**

6.1 Except with the prior written consent of State Informatics Limited, the Consultant shall not:

(a) in whole or in part, assign, transfer or otherwise dispose of, his/her rights or obligations under the present Contract;

1. sub-contract, or otherwise transfer responsibility for, the whole or any part of the Services.

**ARTICLE VII**

**LIABILITY OF THE CONSULTANT**

* + 1. The Consultant shall abide by, and take all measures necessary to enable him/her comply with all laws and regulations in force in any place where the Services are to be wholly or partially performed.

7.2 The Consultant shall be fully liable for the consequences of any error or omission on his/her part or for any damage caused by negligence on his/her part in carrying out the Services or performing his/her obligations under the present Contract.

**ARTICLE VIII**

**FORCE MAJEURE**

8.1 Neither party to the present Contract shall be responsible for any delay or failure to perform the obligations under the Contract if the delay or failure is attributable to force majeure.

8.2 In the event of force majeure which delays performance of the whole or any part of the present Contract for more than sixty (60) days, either party shall have the right, by notice in writing to the other party, to terminate the Contract.

8.3 For purposes of this Article, an event of force majeure shall mean an unforeseen and unavoidable event beyond the reasonable control and contemplation of the party invoking the existence of such event, and which impacts directly on the discharge of the obligation under the Contract.

### ARTICLE IX

**TERMINATION OF CONTRACT**

9.1 State Informatics Limited may, upon giving not less than seven (7) days' notice in writing to the Consultant, terminate the present Contract for cause if the Consultant has failed to perform the Services or to comply with his/her other obligations under the Contract.

9.2 State Informatics Limited may, at its option, terminate this Contract when it is in the interest of or for the convenience of State Informatics Limited *t*o do so, provided that the Consultant shall in that event be given a notice of not less than fifteen (15) days of such termination.

9.3 The Consultant may terminate the present Contract if State Informatics Limited has, within a period of forty five (45) days after the due date, failed to pay any amount due to him/her in respect of which no dispute has arisen.

9.4 The parties hereto may by mutual agreement terminate this Contract.

9.5 If the present Contract is terminated under this Article, State Informatics Limited shall be liable only for payment, in accordance with the payment provisions of the Contract, for the Services actually rendered prior to the effective date of termination, together with such other amounts incidental to the termination as may be reasonable in the circumstances.

**ARTICLE X**

**DISPUTE SETTLEMENT**

* 1. Any dispute arising out of or in connection with the present Contract shall, unless it is amicably settled, be decided upon by the CEO ofState Informatics Limited who shall transmit his decision in writing to both parties.
  2. Any dispute between the Parties as to matters arising pursuant to this Contract which cannot be settled amicably within sixty (60) days after receipt by one Party of the other Party’s request for such amicable settlement, may be submitted by either Party for arbitration under the applicable law.

**ARTICLE XI**

**MODIFICATION OR AMENDMENT**

11.1 Except by mutual agreement in writing between the parties, no change, modification or amendment shall be made to the present Contract.

11.2 Notwithstanding the preceding paragraph, State Informatics Limited may at any time order or require changes in the scope of the Services. If such changes add to or reduce the cost of the Services, the Contract Amount shall be adjusted accordingly.

**ARTICLE XII**

**EFFECTIVE DATE**

12.1 The present Contract shall enter into force on the date of its signature by both parties.

12.2 Unless terminated under Article VIII or IX above, the present Contract shall expire upon completion of the Services and the discharge of all obligations arising out of or under the Contract.

**ARTICLE XIII**

**CHANNEL OF COMMUNICATIONS AND NOTICE**

13.1 For the purposes of the present Contract, the authorized representative of State Informatics Limited shall be the XXXXXX or such other officer as he may designate for this purpose.

13.2 Any communication, notification, submission, notice, demand or request under the present Contract shall be deemed to have been duly transmitted if it shall have been delivered by hand, mail, or facsimile by either party to the other at the appropriate address indicated below, or at such other address as that other party may have indicated:

**For State Informatics Limited:**

Mail Address : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**For the Consultant :**

Mail Address : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

E-mail : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

### ARTICLE XIV

#### GOVERNING LAW

14.1 This Contract shall be governed by, and construed in all respects in accordance with, the Laws of Mauritius.

**IN WITNESS WHEREOF** the parties hereto have caused the present Contract to be signed in their respective names in two original counterparts in English/French on the date first above written.

**For State Informatics Limited For the Consultant**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Annex 1- Terms of Reference

Annex 2- Contract Amount and method of payment