



PublicPrivate
Partnership
Commission

Digital Malawi Acceleration Project

Early Market Engagement

24 March 2026



The better the question. The better the answer. The better the world works.



Shape the future
with confidence

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A smiling man in a light blue shirt is holding a smartphone in his right hand. A large, round, woven basket is balanced on his head. He is standing in a lush green field with trees in the background. A large white number '1' is overlaid on the right side of the image.

1

DMAP Project Overview

Enabling Inclusive Connectivity through the Digital Malawi Acceleration Project (DMAP)

Highlights (2024)



~21.6M

Population

~11B

GDP (USD)

~540

GNI per Capita (USD)

~80% Rural population

~54% Population aged 19 years and below

The Government of Malawi has secured up to **US\$150 million** in grant financing from the World Bank and project is under the Ministry of Information and Digitalization and implemented by the **Public Private Partnership Commission (PPPC)**

Key Stakeholders



Ministry of Information



THE WORLD BANK



Public Private
Partnership
Commission

50 Million for Public Connectivity



91 Towers & 250
Tower upgrade



2047
Schools



500 Govt. sites

Long Term Benefits of DMAP Project

1 Increased Digital Literacy

2 Real-time digital services for citizens

3 Expanded Economic Opportunities

4 Affordable Access for all communities

2

Commercial Transaction Manual



Commercial Transaction Manual: Providing Clear Direction for Procurement

Value Delivered by the Commercial Transaction Manual

1. Establishes a single, standardized framework for DMAP transactions
2. Enables transparent, competitive, value-for-money procurement
3. Ensures alignment with World Bank Procurement Regulation and Malawi's Public Procurement and Disposal of Assets Act
4. Provides clear institutional roles and accountability
5. Supports scalable procurement across sectors and institutions

Key Design Principles of DMAP CTM

1 Build–Own–Operate (BOO) Model

Bidder shall build and own the network during & after the contract period

2

Maximum Allowable Subsidy

Based on site-level surveys & economic evaluations

3

Procurement Methodology

Framework Agreements will be applied, and procurement for non-consulting services will occur via Request for Bids (RFB).

4

IP Transit Bulk Purchase

To ensure that bandwidth is available at lower and affordable rates.

5

Lotting Approach

Organized by geographic areas to ensure no lot is overvalued.

6

Technology Neutrality

Technological Neutral strategy that requires minimum technical standards to support the use of modern technologies

A man in a grey suit and glasses is standing and clapping his hands. He is smiling and looking towards the right. In the foreground, the back of a woman's head and shoulders are visible, also clapping. To the left, a woman in a white patterned shirt is smiling. The background shows a modern office with large windows and a white wall.

3

Procurement Strategy

Procurement Strategy Based on Framework Agreements and Open Competitive Tendering

Tentative Budget Allocation



**\$ 7
Million**

91 Tower Mobile
Broadband Services



**\$ 3
Million**

250 Tower
Upgrade



**\$ 13.5
Million**

500 Govt. Sites

+



**\$ 1.5
Million**

IP Transit for
Govt. sites
(min 40 Mbps)



**\$ 22.5
Million**

2047
Schools

+



**\$ 2.5
Million**

IP Transit for
School
(min 20 Mbps)

\$ 50 Million Fund Allocation

Stage 1

Expression of Interest

1. Issue open EOI for set period
2. Allow bidders to submit responses
3. Grant access to Request for Bids (RFB)
4. Submitting EOI does not guarantee contract
5. Enable participation in later procurement stages

Stage 2

Request for Bids

1. RFB will be issued to establish Framework Agreement(s)
2. RFB will have complete scope of work and terms & Conditions
3. Assess bids using Pre-Qualification criteria
4. Evaluate bids against minimum technical requirements
5. Notification of Intention will be issued to successful bidders

Stage 3

RFQ and Reverse Auction

1. Detailed information for lots
2. Maximum allowable subsidy of each lot will be mentioned
3. Eligible bidders will submit their quotations
4. An electronic reverse auction will be conducted to enable competition
5. The lowest-quoted bidder will be selected

Contracts will be
awarded through a
series of
call-offs, using an e-
reverse auction

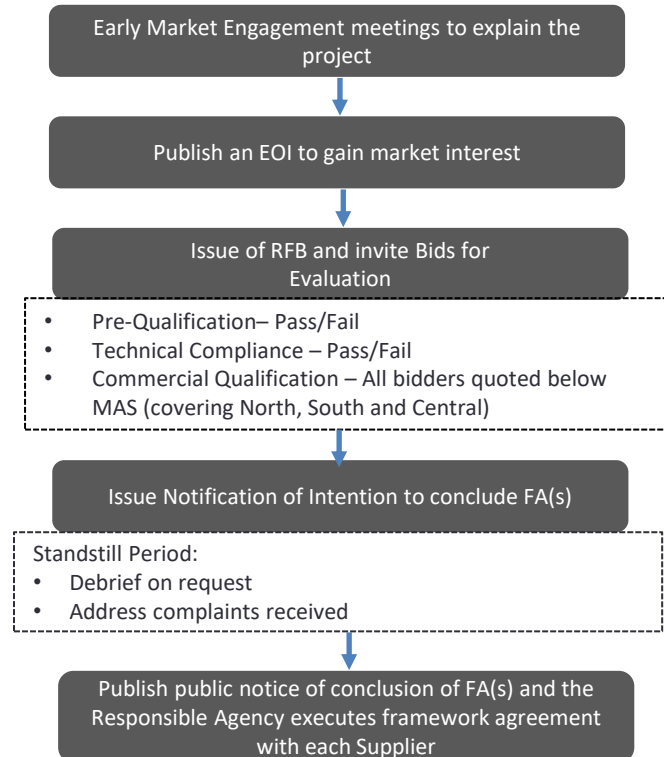
Open International
Competitive
Procurement

Procurement using Framework Agreement

Procurement using RFB for Award of Framework Agreement for Non Consulting Services

The **Framework Agreement** is a long-term arrangement between one or more procuring entities and one or more suppliers, contractors, or service providers. It enables governments and organizations to streamline procurement by **selecting eligible bidders upfront and issuing call-off contracts throughout the duration of the agreement**, significantly reducing time and effort.

Stage 2- Primary Procurement for the Award of Framework Agreement



Pre-Qualification*

- **MACRA License** to establish ICT Infrastructure (or) intention to apply for one
- **Tax Compliance Certificate**
- Declaration on **No Conflict of Interest** in JV/ Consortium
- No Sanction or Litigation or Insolvency
- **5+ Years ICT Experience** in the African Region
- Company Turnover = **1.5× Lot Value**
- **10+ Technical Staff** in the African Region
- Proven **O&M Capability**
- Capability to provide **Performance Security**

Technical Compliance*

- **Backhaul Support (estimated minimum)**
Government Sites - 40 Mbps
Schools - 20 Mbps
- **SLA Uptime**
Government Sites ≥ 98%
Schools - Education-Grade
- **Power Backup**
- Real-Time **Network Monitoring**
- Full Regulatory Compliance
- **Content filtering network**

Commercial qualification

Award of Framework Agreement to all PQ and TQ qualified bidders quoting below or equal to MAS

*The PQ and TC above is only an overview and not exhaustive. The actual qualification requirement will be disclosed in the RFB

Award of Call-off Contracts using Electronic Auction Platform (EAP) for Transparent and Competitive Procurement

Stage 3 – Secondary Procurement for awarding Call-off Contract

Publish a RFQ with exact lots to get a commercial bid



The commercial bids are taken up for a multi-round reverse auction using EAP



The bidder asking for the least MAS is awarded the Call-off contract for the respective lots (no need to publish Notice of Award)

Components of an RFQ

- Description and exact quantities with MAS Value
- Location details for service delivery or installation
- Delivery schedule, installation period, and performance requirements
- Final completion and project closure timelines
- Approved methods and procedures for submission of quotations

Multi-Round Reverse Auction (MRRA)

STEP 1 - Auction begins at the Maximum Allowable Subsidy (MAS) per lot disclosed in the RFQ

STEP 2 - System Reduces MAS each Round by the pre-announced percentage

STEP 3 - Bidders Respond “YES” or “NO”

YES → Bidder can still do the work at the new lower subsidy. NO → Bidder exits for that lot permanently

STEP 4 — The last bidder remaining at the **lowest MAS for each lot** is awarded that lot.

Example of Electronic Auction Process using Maximum Allowable Subsidy (MAS)

Scenario:

The government plans to connect **three remote schools** to the internet by offering subsidies to providers.

It sets a Maximum Allowable Subsidy (MAS) and uses a Reverse Auction to select the bidder that can provide the service at the lowest subsidy.

Lot Setup (Schools & MAS Values) School A - \$100,000 School B - \$100,000 School C - \$50,000

Round 1 (10% Decrement) (Tentative)

School	New Subsidy	Bidder 1	Bidder 2	Bidder 3	Result
School A	\$90,000	YES	YES	YES	Continue
School B	\$90,000	YES	YES	YES	Continue
School C	\$45,000	YES	NO	YES	Bidder 2 exits

Round 2 (Another 10% Decrement)

School	New Subsidy	Bidder 1	Bidder 2	Bidder 3	Result
School A	\$81,000	YES	YES	NO	Bidder 3 exits
School B	\$81,000	YES	YES	YES	Continue
School C	\$40,500	NO	-	YES	Bidder 1 exits and Bidder 3 wins School C

Round 3 (Another 10% Decrement)

School	New Subsidy	Bidder 1	Bidder 2	Bidder 3	Result
School A	\$72,900	NO	YES	-	Bidder 1 exits and Bidder 2 wins School A
School B	\$72,900	YES	YES	NO	Bidder 3 exits

Round 4 (Another 10% Decrement)

School	New Subsidy	Bidder 1	Bidder 2	Bidder 3	Result
School B	\$72,900	NO	YES	-	Bidder 1 exits and Bidder 2 wins School B

The auction concluded with School A being awarded to Bidder 2 at a final subsidy of \$72,900, School B also awarded to Bidder 2 at a final subsidy of \$65,610, and School C awarded to Bidder 3 at a final subsidy of \$40,500, reflecting meaningful reductions from the original starting subsidy levels.

A man in a grey suit and glasses is standing and clapping his hands. He is smiling and looking towards a group of people. In the foreground, the back of a woman's head and shoulders are visible, also clapping. To the left, a woman in a patterned shirt is smiling. The background shows a modern office interior with large windows and a white wall. A large white number '4' is overlaid on the left side of the image.

4

Procurement of USF Towers

Qualification Requirements for Tower Procurement

Qualification Criteria

- 1 **Legal documents:** Constitution/legal status, registration, principal place of business, and power of attorney
- 2 **Financial performance:** Minimum average annual turnover of USD 2,000,000, over the last two (2) audited financial years
Relevant experience: similar services (past 5 years) in relevant tower construction. Completed at least two (2) similar projects in last five (5) years, each with a value of not less than USD 500,000
- 3 **Equipment** list proposed for the Contract
- 4 **Key personnel** qualifications and experience
- 5 **Financial standing reports:** profit & loss statements and audited reports (last 5 years)
- 6 **Working capital evidence:** credit lines or financial resources with at least 20% of the Project Value (in USD) in the form of cash, lines of credit, bank guarantees, or equivalent unencumbered assets
- 7 Authority for the Procurement agency to contact the Bidder's bankers
- 8 **Litigation history:** last 5 years, parties involved, disputed amounts
- 9 Subcontracting experience will not be considered.
- 10 **Environmental & Social (ES)** past performance declaration
- 11 **SEA/SH** Performance Declaration
- 12

Rules for Joint Venture

- Provide a legally binding JV Agreement identifying Lead Partner, Roles, responsibilities, equity shares, joint and several liability clause
- Qualification assessed on combined JV capability, but each partner must meet its share of minimum thresholds.
- Each partner must meet eligibility & financial criteria
- Provide audited financials & experience documents
- Not participate in another JV for the same contract

Q & A

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