

# Tawteen In-Country Value (ICV) Program

## ICV Plan Template Guidelines



Version 1.0 : March 2020



## About this document

This document was downloaded from Tawteen website at [www.tawteen.com.qa](http://www.tawteen.com.qa).

The related ICV Plan Submission Template and the ICV Plan Tracker covered in this document and other tools can be downloaded from Tawteen website as well.

Please refer to Tawteen website to make sure you are using the latest versions of the templates and guidelines.

Version	Issued on	Changes
1.0	1 March 2020	• First draft

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# 1. Introduction



## 1.0 Introduction (1/3)

### Tawteen Vision

In realization of the Qatar National Vision 2030, Qatar Petroleum (QP) is launching Tawteen, a strategic initiative to create local business opportunities in the Energy sector.

The ultimate aim is to create a resilient and competitive energy support services sector for the State of Qatar through establishing long-term sustainable value through localization of manufacturing, services and distribution channels.

Tawteen has three primary objectives as follows:

- I. Establish sustainable and competitive in-country Suppliers to meet the requirements of the Energy sector in Qatar.
- II. Support the growth and diversification of Qatar's economy through services and other value added manufacturing industries using locally produced feed stocks from the Energy sector.
- III. Support the realization of Qatar National Vision 2030 by attracting companies engaged in knowledge and technology based businesses.

### ICV Overview

As part of the localization agenda, the Energy sector is implementing an In-Country Value (ICV) framework designed to create commercial benefits that will drive sustainable economic growth and GDP diversification.

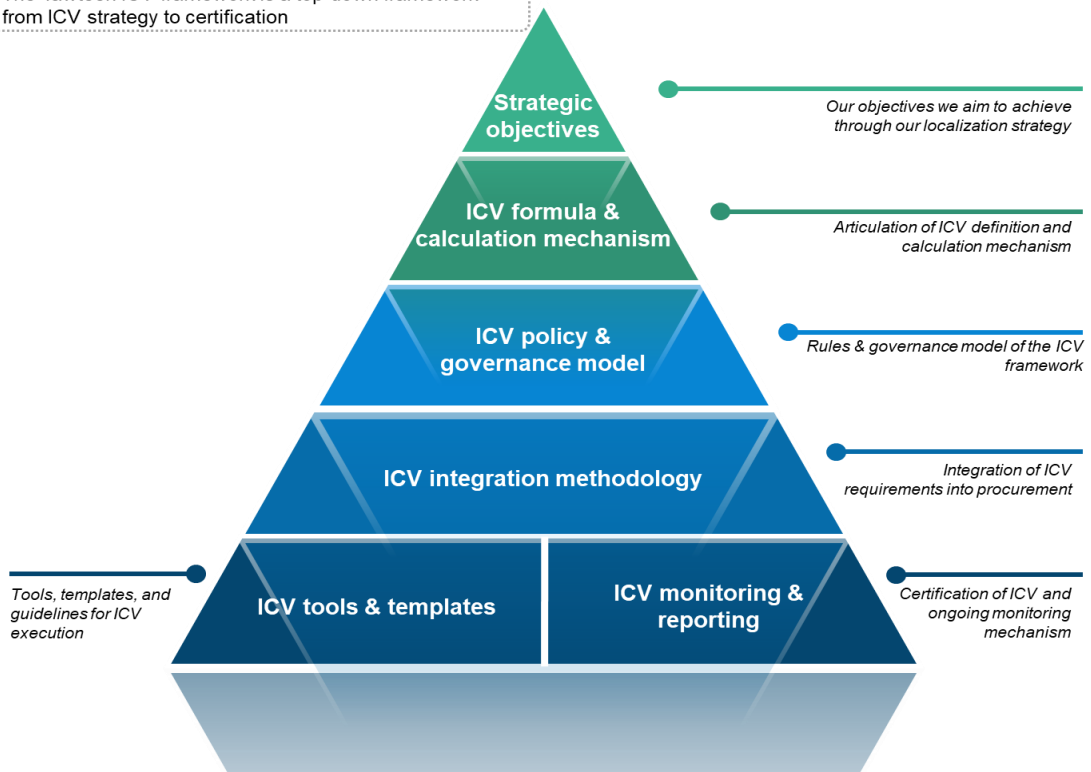
The ICV strategic objectives are:

- I. Maximize the sustainable in-country value creation
- II. Upskill local talent
- III. Develop local suppliers
- IV. Promote in-country private investment

## 1.0 Introduction (2/3)

In order to ensure effective execution from ICV strategy to certification, the following ICV framework has been developed:

The Tawteen ICV framework is a top-down framework from ICV strategy to certification



### ICV Plan

The ICV Plan Templates are part of the tools provided by Tawteen. The ICV Plan is a forward looking view, based on The Company's planned spend during the contract execution.

The ICV Plan must be certified by an ICV Certifier at the end of the contract. For contracts over a year long, The Buying Entity may request the ICV Plan to be certified more than once.

The Company is advised to begin by reading this **ICV Plan Template guidelines** before attempting to fill the templates. This set of guidelines will provide information about the templates, how to fill and complete them and how to submit the ICV Plan once complete.

## 1.0 Introduction (3/3)

### Information Required

Tawteen requires The Company to report the following quantitative data:

1. Spend on:
  - I. Goods and services
  - II. Workforce training
  - III. Supplier development
2. Depreciation and amortization of The Company's assets in the country
3. Contract information
4. Other

### ICV Formula

Once The Company provides the information mentioned above, the template calculates its aggregate ICV score. The aggregate ICV is measured as the total value created in the country across the selected components, divided by the value of the contract.

The formula for calculating ICV is presented below:

$$ICV = \frac{A + B + C + D}{\text{Contract value (R)}}$$

A. Goods and Services

B. Workforce Training

C. Supplier Development

D. Investment in Fixed Asset





## 2. Completion Guidelines



## 2.1 ICV Plan Templates Overview

The following templates have been developed by Tawteen to be used by The Company as inputs during the contract life-cycle, for contracts where ICV Plan is applied:



The **ICV Plan Submission Template** provides a forward looking view, based on The Company's planned spend for the duration of the contract.



The **ICV Plan Tracker** is a supporting template that enables The Company to track its actual spend during contract execution, and to aid in the ICV certification at the end of the contract.

This document contains all the information necessary to fill out the ICV Plan Submission Template and the ICV Plan Tracker.

- ICV Plan Submission Template: The Company should follow the guidelines in this document as it provides all the information about the template, how to fill and complete each section and how to submit the ICV Plan once complete.
- ICV Plan Tracker: The Company should follow the guidelines in this document for filling out the ICV Plan Tracker. In cases where additional guidance is required for the ICV Plan Tracker, it will be provided in the following box illustrated below:



### ICV Plan Tracker

This gray box will contain any additional guidance required to complete the ICV Plan Tracker that are not covered by the guidelines for the ICV Plan Submission Template.

## 2.2 General Instructions (1/2)

The following general instructions should be followed when completing the ICV Plan Submission Template and the ICV Plan Tracker:

1. All financial amounts should be reported in Qatari Riyal (QAR), actuals.
2. Amounts reported should correspond to the Project's Audited Special Purpose Financial Statements. For more information on Special Purpose Audit and cost allocation principles, refer to section 4.2.
3. The maximum ICV Score that can be obtained by The Company is 100%.
4. Revenues and costs reported in the template should be consistent with the revenues and costs The Company would report utilizing International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles (GAAP) in Qatar. For example, if The Company does not recognize an item as revenue or an expense in its income statement, then it cannot be claimed in the template.
6. All costs associated with delivering the ICV Plan shall be included within The Company's bid price.
7. Amounts reported should not be double counted. For example, if workforce training costs are accounted for in section B. Workforce Training, these costs cannot be counted again in any other section within the template.
8. All numbers reported in the template need to be supported by appropriate and auditable documentation; documentation required to be provided to the ICV Certifier.
9. Assumptions and calculation methodologies utilized in preparing the template should be consistent with those used in other contracts and/ or prior years.
10. The Company is encouraged to amend its existing trial balance codes appropriately to capture specific costs required by Tawteen. This will ensure that the certification will be smooth and cost effective.
11. Overheads (e.g. head office costs) should be excluded from ICV calculation. For more information on cost allocation, refer to section 4.2.

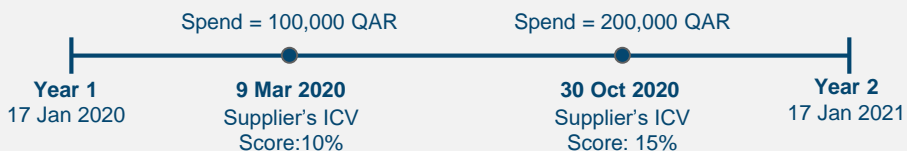
## 2.2 General Instructions (2/2)

12. Numbers and values presented in screenshots are for illustrative purposes only.
13. The template has been password protected to maintain the integrity of the formulas. All data input cells necessary to complete the template are unlocked. This password protection feature should not be tampered with; any Excel files submitted without the password protection in place will not be accepted.



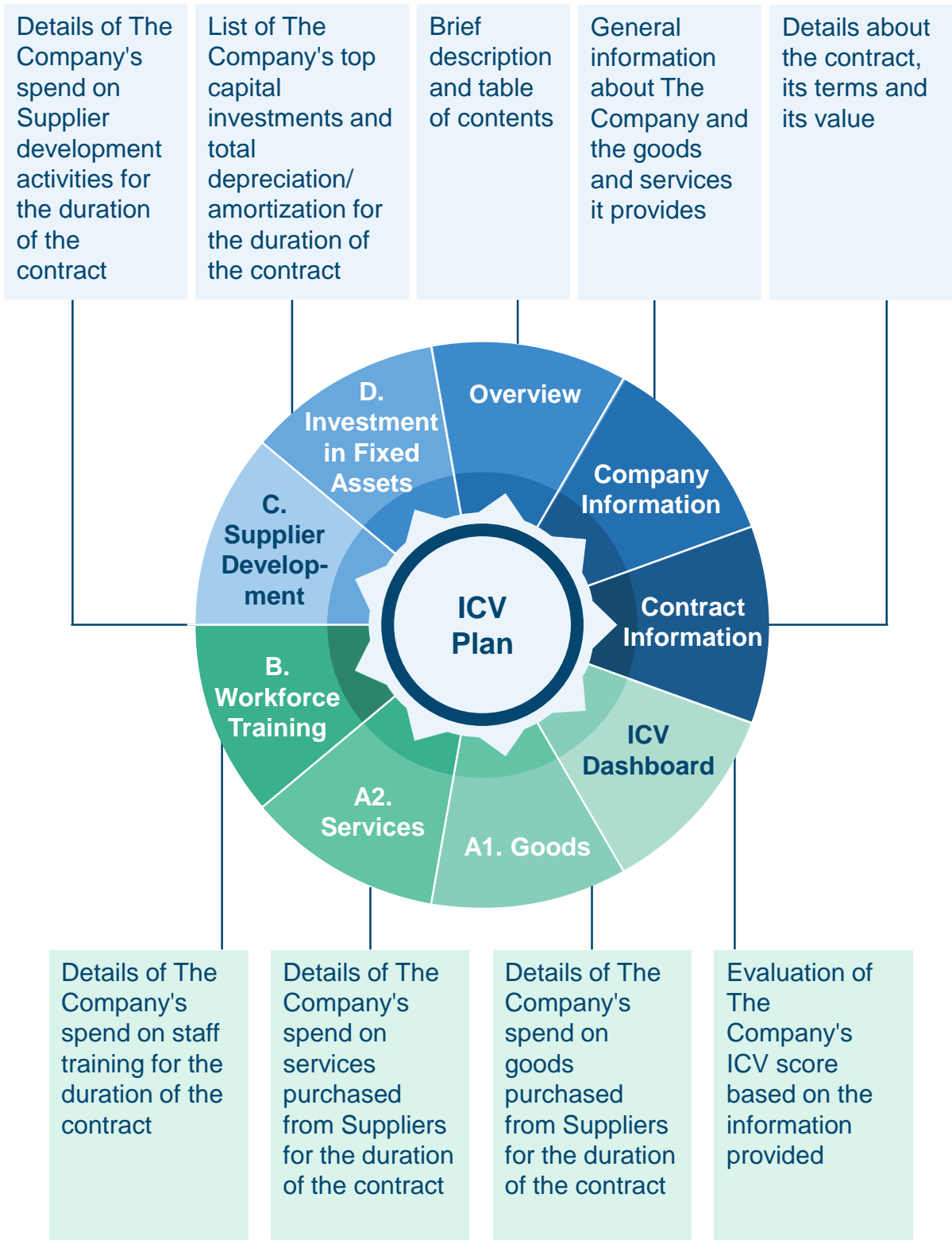
### ICV Plan Tracker

14. All spend captured in the ICV Plan Tracker should reflect actual spend, and not planned spend.
15. Year 1 in the ICV Plan Tracker has a start date equal to the contract start date. Subsequent years have the same start day and month as Year 1.
16. If The Company purchases the same category of goods or services from a Supplier, and the Supplier has multiple ICV Scores for that year, then The Company shall use the Supplier's latest ICV Score for that year. For example, if Supplier A has an ICV Score of 10% in March, and an ICV Score of 15% in October, then The Company shall use the ICV Score of 15% as illustrated below:



Year	Supplier Name	Total Spend (QAR)	Supplier Latest ICV%	Supplier's ICV Contribution
Year 1	Supplier A	QAR 300,000	15%	QAR 45,000

## 2.3 Plan Components



## 2.3.1 Plan Components > ICV Certificate (1/3)



### ICV Plan Tracker

This section contains the ICV certificate which is issued by one of the ICV Certifiers at the end of a contract. The ICV certificate will contain key information about the contract, and The Company's ICV Plan achieved score.

The Company will submit the ICV certificate to the Buying Entity as evidence at the end of the contract.

#### Contract Details

This section contains key information about the contract, such as the contract name, number, start and completion date. The Company is not required to fill any information in this section. All cells will be auto-populated based on the information The Company provides in other sections of the ICV Plan Tracker.

Contract details			
Contract name		Contract number	
Starting date		Completion date	

#### Contact Person Details

This section contains The Company's main focal point's details. The Company is not required to fill any information in this section. All cells will be auto-populated based on the information The Company provides in other sections of the ICV Plan Tracker.

Contact person details			
Name		E-mail	
Phone		Mobile	

#### ICV Certificate Details

In this table, The Company shall provide the following information:

1. ICV certificate number: this is a unique number which will be generated by the ICV Certifier and provided to The Company.

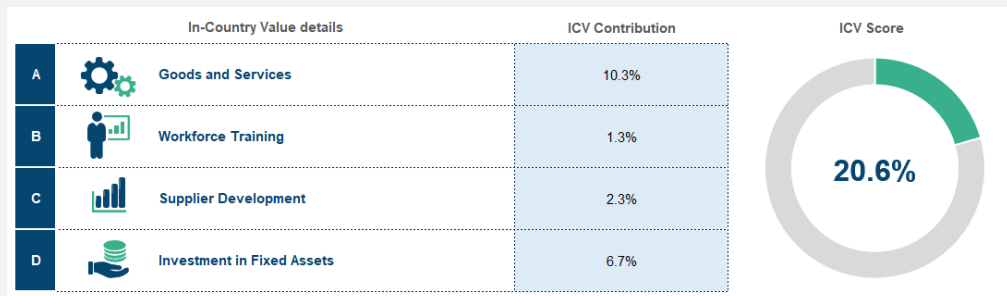
## 2.3.1 Plan Components > ICV Certificate (2/3)



### ICV Plan Tracker

2. Name of the ICV Certifier: from the drop-down list, select the name of the ICV Certifier that has been engaged for the certification of the ICV Plan.
3. Issue date: the issue date of the ICV certificate which will be provided by the ICV Certifier.
4. Engagement letter date: the date that the engagement letter between The Company and the ICV Certifier was signed.

This section also contains key information about the ICV Plan achieved score. The table summarizes the formula components used to reach the ICV Plan achieved score. It lists the absolute percentage contribution of each component and calculates the total ICV score.



Refer to page 8 for more information on the ICV formula and score calculation.

The Company is not required to fill any information in this section. All cells will be auto-populated based on the information The Company provides in other sections of the ICV Plan Tracker.



### ICV Plan Tracker

#### Signatures

In this section, The Company's authorized signatory and the ICV Certifier should sign the ICV certificate. Some of the details are auto-populated and others have to be completed by hand:

The Company	
Signature	The signature can be manually populated or can be an e-signature
Name	Manually populated
Designation	Manually populated
Date	Manually populated in the following format: dd/mm/yyyy (e.g. 01/04/2019)

ICV Certifier	
Signature	The signature can be manually populated or can be an e-signature
Name	Manually populated
Designation	Manually populated
Date	Auto-populated



## 2.3.2 Plan Components > Overview

This section provides a brief description of the template and works as a reference sheet with a table of contents. It also specifies the version of the file.

### Table of Contents

This table lists all the sections in the template with a description for each section.

The table also contains links to each section/ sheet in the template for easier navigation.

### Completion Checklist

This table contains the template percentage of completion and a completion checklist.

The checklist will update based on the completion of the sections in the template.

Completion Checklist	
Percentage of Completion	
Company Information	X
Contract Information	X
A1. Goods	X
A2. Services	✓
B. Workforce Training	X
C. Supplier Development	X
D. Investment in Fixed Assets	✓

### Color Codes

The cells in the ICV Plan are color-coded to help in completion of the template. The color codes are:



These are the cells where The Company is required to input data.



These cells contain formulas and calculations that are derived from data input into other areas of the template.



These cells contain drop-down lists to select from.

## 2.3.3 Plan Components > Company Information

This section contains general information about The Company and the types of products and services it offers.

### 1. General Information

The Company shall provide its name, address and specify its financial year end. Further, it shall list its commercial registration or license numbers. If not available, The Company shall enter "N/A" to indicate it does not have a presence in Qatar.

1. General Information			
Company name			
Commercial registration/ license number <sup>1</sup>			
Company address			
Financial year end <sup>2</sup>	Year	Month	Day

### 2. Business Description

The Company shall provide a brief description of the goods and services it provides.

### 3. Contact Information

The Company shall provide details of the persons who are the main points of contact for completing the ICV Plan. Please provide their names, email addresses, and phone numbers.

### 4. Company Ownership Structure

The Company shall list all related parties (wholly or partially owned subsidiaries, affiliates, JVs), and their percentage ownership, commercial registration or license numbers (if available), and description of goods and services they provide.

4. Company Ownership Structure			
Provide information for companies related to the supplier (e.g. subsidiary, JV, etc.) in line with the financial reporting			
Company name	Ownership %	Industry	Commercial registration number <sup>1</sup>

## 2.3.4 Plan Components > Contract Information (1/2)

This section contains details about the contract, its terms and its value. In addition, it includes the Plan Monitor and Plan Assumptions.

### 1. General Information

The Company shall input the Buying Entity's name, along with the contract name and associated contract number.

1. General Information	
Buying entity	
Contract name	
Contract number	

### 2. Contract Terms

The Company shall state the starting and completion dates of the contract.

Starting date is the effective commencement date, on which the physical construction, installation of equipment or materials, or other work or services began.

2. Contract Terms			
	Year	Month	Day
Starting date			
Completion date			
Contract duration			

Contract duration will be auto-calculated based on the starting and completion dates, and will show the duration in years, months and days.

### 3. Plan Monitor

In this section, The Company shall state the expected mid-point and end of contract planned ICV scores.

This section only applies for contracts longer than one year. It will automatically be shaded in dark grey for contracts shorter than a year and therefore, should be ignored.

## 2.3.4 Plan Components > Contract Information (2/2)

3. Plan Monitor		
This section only applies for contracts over a year long		
Milestone	Date	Planned ICV
Mid point	31-Jan-2022	18%
End of contract	31-Jan-2024	25%



### ICV Plan Tracker

In the ICV Plan Tracker, this section is called 'Plan Targets'. Once The Company is awarded and ICV Plan Submission Template is approved by The Buying Entity, the planned ICV scores will form targets for The Company to achieve at the mid-point and end of contract.

#### 4. Contract Value

The Company shall provide the total contract value in Qatari Riyals (QAR), actuals.



### ICV Plan Tracker

In the ICV Plan Tracker, after contract completion, The Company shall input latest contract value incorporating all approved contract variations/ change orders.

#### 5. Scope Description

The Company shall provide a brief description of the scope of the contract.

#### 6. Plan Assumptions

The Company shall list and describe the assumptions which it based their planned ICV score on.

## 2.3.5 Plan Components > ICV Dashboard (1/4)

This section contains the formula and components used to calculate The Company's planned ICV score. It lists the expected contribution of each component for the duration of the contract, and calculates the ICV score as a share of the contract value.

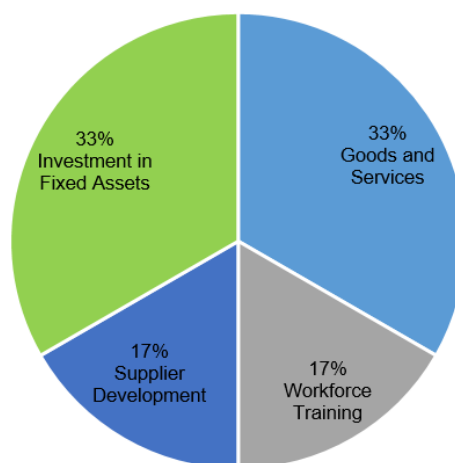
The ICV formula is included in this section for reference. Refer to page 8 for more information on the ICV formula and score calculation.

The Company is not required to fill any information in this section. All cells will be auto-populated based on the information The Company provides in the other sections.

2. Components		ICV Contribution	
A -	Goods and Services	QAR	10,000
B -	Workforce Training	QAR	2,000
C -	Supplier Development	QAR	3,000
D -	Investment in Fixed Assets	QAR	8,000
<b>Total value contributed to Qatar</b>		<b>QAR</b>	<b>23,000</b>
R -	Contract Value	QAR	45,000
<b>ICV Score</b>		<b>51.1%</b>	

A pie chart is also included in this section.

Once The Company completes all sections of the submission template, the pie chart will serve as a visual representation of the contribution of each component of the formula towards the final ICV score.



## 2.3.5 Plan Components > ICV Dashboard (2/4)



### ICV Plan Tracker

This section serves as a tool to help track and monitor the actual contribution of each component and actual (achieved) ICV score on an annual basis during contract execution.

All spend captured in this sheet should reflect actual spend and not planned spend.

The Company is not required to fill any information in this section. All cells will be auto-populated based on the information provided in other sections.

#### Total ICV spend, latest

This table contains key information about the actual cumulative contribution per component since contract starting date. The table also depicts the percent composition of each component as part of the total contribution to date.

##### Total ICV spend, latest

A - Goods and Services	40,000,000	73.5%
B - Workforce Training	2,750,000	5.1%
C - Supplier Development	1,650,000	3.0%
D - Investment in Fixed Assets	10,000,000	18.4%

#### ICV Components

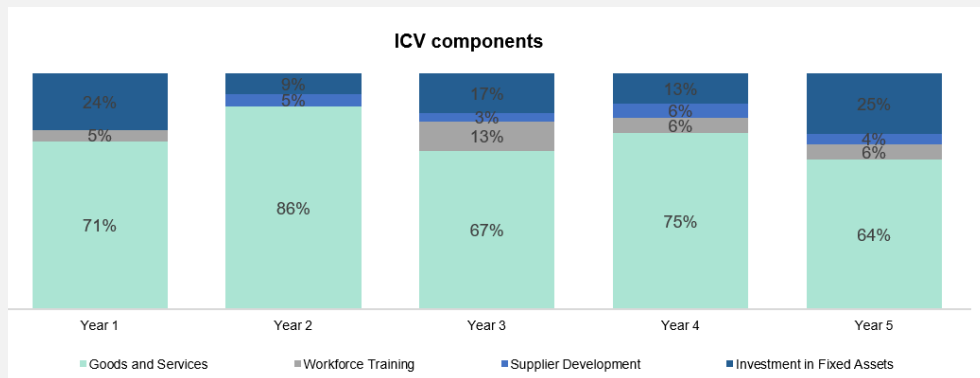
The stacked bar graph is a visual representation of the percent composition of each component towards the actual contribution per year.

During contract execution, the Company can compare the actual percent composition for each component per year and plan accordingly.

## 2.3.5 Plan Components > ICV Dashboard (3/4)



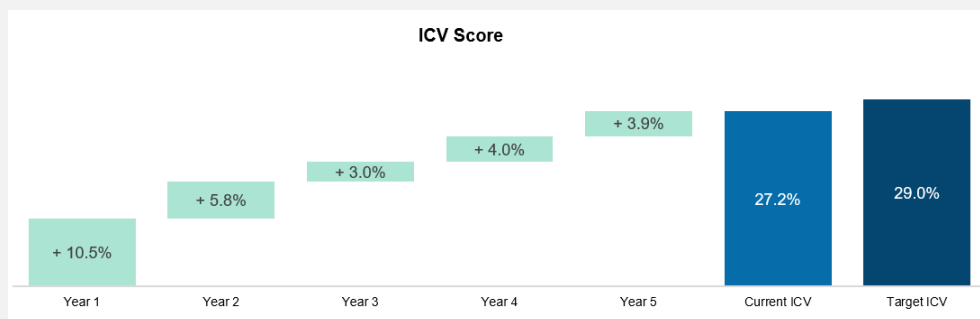
### ICV Plan Tracker



### ICV Score

The waterfall chart helps in monitoring actual (achieved) ICV score to date, and provides key insights into the changes in the ICV score per year.

It also helps The Company understand the cumulative effect on the actual ICV score over time, and compare the current achieved ICV score with the target ICV score submitted in The ICV Plan Submission Template.



## 2.3.5 Plan Components > ICV Dashboard (4/4)



### ICV Plan Tracker

This section lists the formula components used to reach The Company's actual ICV score. It also summarizes the actual contribution per component and per year for the duration of the contract, and calculates the actual ICV score achieved to date.

ICV Contribution (QAR)	Year 1	Year 2	Year 3	Year 4	Year 5
A - Goods and Services	15,000,000	10,000,000	4,000,000	6,000,000	5,000,000
B - Workforce Training	1,000,000	-	750,000	500,000	500,000
C - Supplier Development	-	600,000	200,000	500,000	350,000
D - Investment in Fixed Assets	5,000,000	1,000,000	1,000,000	1,000,000	2,000,000
<b>Total value contributed to Qatar</b>	<b>21,000,000</b>	<b>11,600,000</b>	<b>5,950,000</b>	<b>8,000,000</b>	<b>7,850,000</b>
<b>R - Contract Value (QAR)</b>	<b>200,000,000</b>				
<b>ICV Score</b>	<b>10.5%</b>	<b>16.3%</b>	<b>19.3%</b>	<b>23.3%</b>	<b>27.2%</b>



## 2.3.6 Plan Components > A1. Goods (1/4)

In this section, The Company shall capture its planned spend on goods related to the contract execution, and for the duration of the contract. This represents purchases from all Suppliers and includes costs related to manufacturing inputs and raw materials procured.

### Section Completion Checklist

The Section Completion Checklist can be found at the top of the A1. Goods tab. The checklist will indicate a check mark (✓) once The Company populates the respective table, if left blank, the checklist will indicate a cross (X). The Company shall populate all tables within the tab.

The Company can click on the gray boxes to navigate to the respective tables within the tab.

#### Section completion checklist:

1.1: Top 80% suppliers of goods ✓

1.2: Remaining spend on goods X

### Table 1.1

In this table, The Company shall capture 80% of its planned goods spend, or listed its 1,000 top individual Supplier by spend, by listing individual Suppliers with the respective planned spend in descending order. The Company shall provide the following information for each Supplier:

1. Supplier name
2. Supplier commercial registration number
3. Good category: from the drop-down list, select the appropriate category
4. Good subcategory: from the drop-down list, select the appropriate subcategory. This list is dependent on the good category selection
5. Brief description of the types of goods that The Company will procure in relation to contract execution and duration of the contract
6. Total planned spend on goods per category per Supplier related to contract execution and for the duration of the contract, in QAR actuals
7. Supplier ICV Score: This should be backed by an ICV certificate issued by one of the ICV Certifiers. Supplier ICV shall be considered as zero (0%) if they do not have a valid ICV certificate.

## 2.3.6 Plan Components > A1. Goods (2/4)

Top 80% suppliers of goods by spend amount, for the past financial year			
Supplier Name	Supplier Commercial Registration Number	Good Category	Good Subcategory
		Business and Communication Technology Equipment	
		Components and Supplies	
		Defense Security and Safety Equipment	
		Food and Cleaning and Service Industry Equipment	
		Industrial Equipment and Tools	
		Medical and Laboratory and Test Equipment and Pharm	
		Personal and Domestic and Consumer Equipment	
		Raw Materials and Chemicals and Paper and Fuel	
			Electrical equipment and components
			Electronic Components and Supplies
			Manufacturing Components and Supplies
			Structures and Building and Construction



### ICV Plan Tracker

In this table, The Company shall capture 80% of its actual goods spend by listing individual Suppliers in descending order by year.

This Company shall select the respective year of spend from the drop-down list. This list is dependent on information inputted in the Contract Information tab.

The Company shall group its spend per year by Supplier.

In cases where The Company's Supplier has multiple ICV Scores in that year, The Company shall combine the total spend for that year and use the Supplier's latest ICV Score for that year.

No.	Year
1	Year 1
2	Year 1
3	Year 2
4	Year 3
5	Year 4
6	Year 5
7	Year 6
8	Year 7
9	Year 8

**Table 1.2**

Once The Company has either reached the top 80% of its planned goods spend, or has listed its top 1,000 individual Suppliers by spend and thereby covered most of its planned goods spend, The Company shall enter its remaining planned goods spend, in QAR, in Table 1.2.

## 2.3.6 Plan Components > A1. Goods (3/4)

This table has a pre-defined list of Supplier types and The Company shall group its remaining planned spend based on the listed types. These types are:

1. International Suppliers: for goods imported directly
2. Local Manufacturers: for Suppliers who manufacture items locally
3. Other Local Suppliers: for all other local Suppliers including agents and traders

No.	Supplier Type	Total Spend by Type	Remaining Supplier
1	International Suppliers		QAR
2	Local Manufacturers		QAR
3	Other Local Suppliers		QAR
		<b>Total</b>	<b>QAR</b>



### ICV Plan Tracker

The Company shall enter its remaining actual goods spend, in QAR, in Table 1.2.

This table has a pre-defined list of Supplier types and The Company shall group its remaining actual spend based on the listed types and by year.

Year	International Suppliers	Local Manufacturers	Other Local Suppliers
Year 1			
Year 2			
Year 3			
Year 4			
Year 5			
Year 6			
Year 7			

### Additional Guidance

- If a Supplier offers more than one category of spend, then duplicate the Supplier name in the row below and complete the details of the additional category.
- In order to capture Suppliers' ICV scores, The Company should request these Suppliers to also provide valid ICV certificates.

## 2.3.6 Plan Components > A1. Goods (4/4)

- When requesting the ICV score from Suppliers that are holding companies, The Company should ask for the ICV score of the legal entity acting as its primary Supplier to accurately assess the ICV of its spend on goods.
- In the case of manufacturing companies, the inventory movement should be presented as a separate line item. This should be based on a consumption basis i.e. adjusting the total purchases during the year with the movement in inventories. A default ICV Score of 50% should be used to adjust the inventory movement at the end of the year.
- Shared costs/ recharges by group entities should be treated as spend with Suppliers with their corresponding ICV Score.
- The following table lists some examples of items to be included or excluded:

Included	Excluded
<ul style="list-style-type: none"> <li>• Goods, materials and supplies</li> <li>• Training costs associated with delivering/ installing goods, or machines and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Costs associated with services (included under section A2. Services, page 29)</li> <li>• Taxes (if applicable)</li> <li>• Customs/ duties (even if included in inventory costs)</li> <li>• Government fees (visa and iqama fees, etc.)</li> <li>• Non cash transactions (provisions, write-offs, foreign exchange gains and losses, etc.)</li> <li>• Costs associated with workforce training (included under section B. Workforce Training, page 36)</li> <li>• Costs associated with Supplier development (Included under section C. Supplier Development, page 40)</li> <li>• Capital expenditure and depreciation/ amortization (included under section D. Investment in Fixed Assets, page 43)</li> </ul>

## 2.3.7 Plan Components > A2. Services (1/7)

In this section, The Company shall capture its manpower compensation and planned services spend related to the contract execution, and for the duration of the contract.

### Section Completion Checklist

The Section Completion Checklist can be found at the top of the A2. Services tab. The checklist will indicate a check mark (✓) once The Company populates the respective table, if left blank, the checklist will indicate a cross (X). The Company shall populate all tables within the tab.

The Company can click on the gray boxes to navigate to the respective tables within the tab.

#### Section completion checklist:

2.1: Manpower compensation	X	2.2: Top 80% suppliers of services	✓	2.3: Remaining spend on services	X
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### Table 2.1

In this table, The Company shall provide compensation details related to its manpower for the duration of the contract. This includes costs such as salaries, bonuses, commissions, overtime and all other benefits and allowances as per Audited Special Purpose Financial Statements.

**Table 2.1: Manpower compensation, for the duration of the contract**

Total compensation (QAR)	
--------------------------	--

The Company shall follow these steps to calculate each employee's manpower cost for the duration of the contract:

1. Annual compensation / Number of working days in a year (e.g. 260 days) = Employee daily rate
2. Employee daily rate x Number of man-days = Employee manpower cost



### ICV Plan Tracker

In this table, The Company shall provide actual compensation details related to its manpower, by year, for the duration of the contract. This includes costs such as salaries, bonuses, commissions, overtime and all other benefits and allowances as per your audited financial statements.

Table 2.1: Manpower compensation, for the duration of the contract	
Year 1	
Year 2	
Year 3	
Year 4	
Year 5	

### Additional Guidance

- Cost of manpower should only be captured for:
  - Qatari nationals
  - Residents with a total monthly compensation greater than or equal to QAR 10,000.
- Costs related to interns, trainers (included under section B. Workforce Training, page 36), and Supplier development (included under section C. Supplier Development, page 40) should be excluded from this section.
- This section should include company employees only. Costs related to contractors and sub-contracted employees should be excluded.
- If The Company's employee's total monthly compensation is above QAR 10,000 but the sponsorship of that employee is not under The Company's name then this cost should be treated as spend on services i.e. the sponsoring company's ICV Score multiplied by the spend on that employee.

## 2.3.7 Plan Components > A2. Services (3/7)

- Part-time manpower (i.e. manpower that are working on multiple projects or head office staff doing work related to contract execution) can be included in this section. This is allowed only if their time is charged against the respective project code and supported by appropriate evidence (i.e. timesheets). Refer to section 4.2 for guidance on cost allocation principles.

**Table 2.2**

In this table, The Company shall capture 80% of its planned services spend, or listed its 1,000 top individual Supplier by spend, by listing individual Suppliers with the planned respective spend in descending order. The Company shall provide the following information for each Supplier:

- Supplier name
- Supplier commercial registration number
- 
- Select the type of service to be provided from the drop-down list
- Brief description of the types of service that The Company is planning to acquire as related to contract execution
- Total planned spend on services per category per Supplier for the duration of the contract, in QAR actuals
- Supplier ICV score: This should be backed by an ICV certificate issued by one of the ICV Certifiers. Supplier ICV shall be considered as zero (0%) if they do not have a valid ICV certificate

the duration of the contract	
Supplier Commercial Registration Number	Type of Service
	<div style="border: 1px solid black; padding: 5px;"> <ul style="list-style-type: none"> <li>Building and Facility Construction and Maintenance Services</li> <li>Editorial and Design and Graphic and Fine Art Services</li> <li>Education and Training Services</li> <li>Engineering and Research and Technology Based Services</li> <li>Environmental Services</li> <li>Farming and Fishing and Forestry and Wildlife Contracting Services</li> <li style="background-color: #0070C0; color: white;">Financial and Insurance Services</li> <li>Financial Instruments, Products, Contracts and Agreements</li> </ul> </div>

## 2.3.7 Plan Components > A2. Services (4/7)



### ICV Plan Tracker

In this table, The Company shall capture 80% of its actual services spend by listing individual Suppliers in descending order by year.

This Company shall select the respective Year of spend from the drop-down list. This list is dependent on information inputted in the Contract Information tab.

The Company shall group its spend per year by Supplier.

In cases where The Company's Supplier has multiple ICV Scores in that year, The Company shall combine the total spend for that year and use the Supplier's latest ICV Score for that year.

**Table 2.2: Top 80% suppliers**

No.	Year
1	Year 1
2	Year 1
3	Year 2
4	Year 3
5	Year 4
6	Year 5
7	
8	
9	

### Table 2.3

Once The Company has either reached the top 80% of its planned services spend, or has listed its top 1,000 individual Suppliers by spend and thereby covered most of its planned services spend, The Company shall enter its planned remaining services spend, in QAR, in Table 2.3.

This table has a pre-defined list of Supplier types and The Company shall group its planned remaining spend based on the listed types. These types are:

1. Engineering: services such as engineering design, MEP, geotechnical, structural, and environmental engineering.
2. Construction, Installation, and Commissioning: services such as construction of buildings, facilities, and other structures, as well as the installation and assurance that all systems and components are designed, installed, tested, operated, and maintained according to the identified operational requirements.



## 2.3.7 Plan Components > A2. Services (5/7)

3. Management and consultancy: services such as management consulting, human resources, outsourced project management, outsourced legal services, or other related services.
4. IT: services such as technological design, plan, delivery, control, and operation of information technology, such as computers and networks.
5. Procurement as a Service: includes procurement services outsourced to an external firm that combines technology and expertise to handle another organization's procurement function.
6. Utilities: includes services such as the supply and/ or management of water, gas, sewage, garbage, and related materials by a utility company (i.e. Kahramaa).
7. Fuel: includes all costs associated with the supply or generation of power to an industrial plant, vehicle, or machine (i.e. Woqod).
8. Rent: includes any costs associated with renting property or land from an entity or an individual either for direct business operations or for accommodation.
9. Other: includes all other services such as catering, transportation, insurance, etc.

**Table 2.3: Remaining spend for the duration of the contract by supplier type**

No.	Supplier Type	Total Spend by Type (QAR)
1	Engineering	
2	Construction, Installation and Commissioning	
3	Management and consultancy	
4	IT	
5	Procurement as a Service	
6	Utilities	
7	Fuel	
8	Rent	
9	Other (catering, transport, insurance etc.)	
	<b>Total</b>	<b>QAR -</b>

## 2.3.7 Plan Components > A2. Services (6/7)



### ICV Plan Tracker

The Company shall enter its remaining actual services spend, in QAR, in Table 2.3.

This table has a pre-defined list of Supplier types and The Company shall group its remaining actual spend by year.

**Table 2.3: Remaining spend for the duration of the contract by supplier type**

Year	Engineering	Construction, Installation and Commissioning	Management and consultancy
Year 1			
Year 2			
Year 3			
Year 4			
Year 5			

### Additional Guidance

- If a Supplier offers more than one category of spend, then duplicate the Supplier name in the row below and complete the details of the additional category.
- Total spend on utilities, rent, and fuel should only be captured in Table 2.3 and excluded from Table 2.2.
- In order to capture Suppliers' ICV scores, The Company should request these Suppliers to also provide valid ICV certificates.
- When requesting the ICV score from Suppliers that are holding companies, The Company should ask for the ICV score of the legal entity acting as its primary Supplier to accurately assess the ICV of its planned spend on services.
- The loss on sale of fixed assets should be presented as a separate line item in Table 2.2 with a default ICV Score of 100%.
- Shared costs/ recharges by group entities should be treated as spend with Suppliers with their corresponding ICV Score.

## 2.3.7 Plan Components > A2. Services (7/7)

- The following table lists examples of items to be included or excluded:

Included	Excluded
<ul style="list-style-type: none"> <li>Services provided to The Company</li> <li>Transportation cost</li> <li>Utilities</li> <li>Rent</li> <li>Fuel</li> <li>Insurance</li> <li>Telecommunication expenses</li> <li>Loss on sale of fixed assets</li> <li>Other operating expenses (if directly related to contract execution)</li> </ul>	<ul style="list-style-type: none"> <li>Costs associated with purchases of goods (included under section A1. Goods, page 25)</li> <li>Taxes (if applicable)</li> <li>Overheads</li> <li>Customs/ duties (even if included in inventory costs)</li> <li>Government fees (visa and iqama fees, etc.)</li> <li>Non cash transactions (provisions, write-offs, foreign exchange gains and losses, etc.)</li> <li>Costs associated with workforce training (included under section B. Workforce Training, page 36)</li> <li>Costs associated with Supplier development (Included under section C. Supplier Development, page 40)</li> <li>Capital expenditure and depreciation/ amortization (included under section D. Investment in Fixed Assets, page 43)</li> </ul>

## 2.3.8 Plan Components > B. Workforce Training (1/4)

In this section, The Company shall provide information about the training activities it plans to provide for its Qatari nationals or residents (with a total monthly compensation greater than or equal to QAR 10,000) as part of contract execution and duration of the contract.

**Table 3.1**

1. **Training Activity:** Specify and briefly describe the training activity The Company plans to pay for.
2. **Training Provider:** From the drop-down list, select the appropriate type of entity conducting the training:
  - I. Internal: for training activities provided by The Company, or sister companies, to its staff.
  - II. External: for training activities delivered by a third party.
3. **Training Institute:** Name the organization/ institute that will be delivering the training. For internal trainings, enter "N/A".

Duration of the contract			
Training Provider	Training Institute	Training Type	Mode of Training
		Technical	
		Leadership	
		Functional	
Internal			
External			
			In-person
			Online
			On the job
			Internship / Co-op
			Exchange program

4. **Training Type:** From the drop-down list, select the appropriate training type that describes the activity.
  - I. Technical: refers to the training that teaches the skills necessary to implement, maintain, support or operate a particular technology or related application, product or service.

## 2.3.8 Plan Components > B. Workforce Training (2/4)

- II. **Leadership:** refers to the training that teaches skills necessary to direct and manage other people. It is usually taken by top management.
  - III. **Functional:** refers to different areas including problem solving, time management, presentation skills, interpersonal skills, business etiquette, communication skills, etc.
- 5. Mode of Training:** Select between the pre-defined modes of training from the drop-down list. They are:
- I. **In-person:** for training activities where trainees are taught by instructors at the training facility.
  - II. **Online:** for online courses and distance learning.
  - III. **On the job:** for training activities at the workplace while the employee is doing the actual job. These types of training are usually done by experienced professionals and experts of the field. This also includes apprenticeships.
  - IV. **Internship/ Co-op:** training provided to potential employees, usually undergraduates or students, for a specific time period.
  - V. **Exchange program:** is an exchange of employees between companies to support staff development by giving them the chance to work in different environments.
- 6. No. of Employees Trained:** Specify the number of employees (Qatari nationals or residents) that will benefit from the training activity.
- 7. Total Spend on Training:** Specify the total amount of planned spend, in QAR, on the training activity for the duration of the contract.

## 2.3.8 Plan Components > B. Workforce Training (3/4)



### ICV Plan Tracker

In this table, The Company shall provide information about actual training activities it provided for its Qatari nationals or residents (with a total monthly compensation greater than or equal to QAR 10,000) as part of contract execution and duration of the contract.

The Company shall list all the training activities and from the drop-down list select the year in which the training activities were conducted.

**Table 3.1: Spend on workf**

No.	Year
1	Year 1
2	Year 2
3	
4	
5	Year 1
6	Year 2
7	Year 3
8	Year 4
9	Year 5
10	Year 6
11	Year 7
12	Year 8

### Additional Guidance

- Training provided to residents with a total monthly compensation below QAR 10,000 should not be accounted for in this section.
- To calculate the ICV contribution in cases where training will be conducted for a mixed staff (mix of Qatari nationals, residents with a total monthly compensation below and above QAR 10,000), calculate the proportion of total staff that are Qatari nationals and residents with a total monthly compensation above QAR 10,000 and multiply this by the training cost. For example, if The Company has total staff of 100 employees and 10 are residents with a total monthly compensation below QAR 10,000, then multiply 90% times the training cost.
- External training, conducted by a third party, should only be captured if backed by invoices.
- Internal trainings should be captured only if the allocated costs associated with the specific activities are auditable (e.g. internal invoices, time sheet system in place, defined hourly rates, etc.).

## 2.3.8 Plan Components > B. Workforce Training (4/4)

- Training done outside the country for Qatari nationals and residents with a total monthly compensation above QAR 10,000 should be included in this section.
- Cost of training should exclude any associated expenses (e.g. flights, hotels, taxis, allowances, etc.).
- Training costs associated with delivering and installing goods, or machines and equipment, should be excluded. These should be included under Suppliers spend in section A1. Goods (page 25).
- Shared costs/ recharges by group entities pertaining to training should be treated as spend with a Supplier (i.e. the group entity) with their corresponding ICV Score. This should be included in section A2. Services (page 29).
- Cost of internship/ co-op should be included for both Qatari nationals and residents regardless of their total monthly compensation.

## 2.3.9 Plan Components > C. Supplier Development (1/3)

In this section, The Company shall provide information about the development activities it plans to provide for Suppliers in Qatar related to the contract execution and for the duration of the contract.

**Table 4.1**

### 1. Supplier Name

**2. Development Type:** There are two types of development activities. From the drop-down list, select the Supplier development type that best describes the activity. These are:

- I. **Collective:** this category includes activities to be taken by The Company to improve its Suppliers' standards and efficiency.
- II. **Individuals:** this category includes activities to be taken by The Company to develop and train its Supplier's workforce.

the duration of the contract	
Development Type	Development Activity
<div style="border: 1px solid black; padding: 2px;">                     Collective                      Individuals                 </div>	<div style="border: 1px solid black; padding: 2px;">                     Quality                      Safety                      Operation                 </div>

**3. Development Activity:** For each development type, there are different development activities. After selecting the development type, select the appropriate development activity from the drop-down list. This list is dependent on the Development Type selection.

For the “collective” type of development, the following are the applicable activities to choose from:



## 2.3.9 Plan Components > C. Supplier Development (2/3)

- I. Quality: any type of assistance given to Suppliers to help in improving the quality of products or services, or in obtaining quality certificate. e.g. ISO certification.
- II. Safety: any type of training or assistance in obtaining certifications related to work safety and procedures. e.g. OSHA certification.
- III. Operation: any type of assistance given to Suppliers to help in improving efficiency, or operation and production standards, or in obtaining relevant certification. e.g. lean implementation.

For the “individuals” type of development, the following are the applicable activities to choose from:

- I. Technical: any training given to the Supplier’s staff to improve their skills in implementing or operating a particular technology or related application, product or service.
  - II. Leadership: any training given to the Supplier’s management team to improve their managerial skills and effectiveness.
  - III. Exchange program: programs involving the exchange of employees between companies for purposes of skills development and experience of working in different environments.
4. **Activity Description:** The Company shall briefly describe the actions it plans to take to develop its Supplier.
  5. **Supplier Development Spend:** Specify the total amount of planned spend, in QAR, on the development activity for the duration of the contract.

## 2.3.9 Plan Components > C. Supplier Development (3/3)



### ICV Plan Tracker

In this table, The Company shall provide information about the actual development activities it provided for Suppliers in Qatar as part of contract execution and for the duration of the contract.

The Company shall list all the development activities and from the drop-down list select the year in which the development activities were conducted.

**Table 4.1: Spend on suppl**

No.	Year
1	Year 1
2	Year 4
3	
4	
5	Year 1
6	Year 2
7	Year 3
8	Year 4
9	Year 5
10	Year 6
11	Year 7
12	Year 8

### Additional Guidance

- Cost items that are not supported with invoices or other auditable documentation, should not be accounted for.
- In order to calculate the total Supplier development costs (e.g. training and/ or certification costs) in cases when:
  - The Company is using its own employees (Qatari national, or resident with total monthly compensation above QAR 10,000) to develop Suppliers, the cost is already accounted for in section A2. Services (page 29) as part of manpower compensation and should be excluded from this section.
  - The Company is using its own employees (a resident with total monthly compensation below QAR 10,000) to develop Suppliers, the cost can be included in this section and amounts to the total staff cost associated with the delivery of this training.
  - The Company is using external service providers to develop Suppliers, the cost can be included in this section, assuming its not part of the contract scope of work and already accounted in section A2. Services (page 29).

## 2.3.10 Plan Components > D. Investment in Fixed Assets (1/2)

In this section, The Company shall provide details about its top 10 planned capital investments in Qatar, and expected depreciation and amortization expenses related to the contract execution.

### Table 5.1

In this table, The Company shall provide the total expected annual depreciation and amortization, in QAR, related to the contract execution for the duration of the contract.

**Table 5.1: Depreciation and amortization for the duration of the contract**  
Total amount (QAR)



### ICV Plan Tracker

In Table 5.1, The Company shall provide actual annual depreciation and amortization expenses related to the contract execution, grouped by year, for the duration of the contract.

Table 5.1: Depreciation and amortization for the duration of the contract	
Year 1	
Year 2	
Year 3	
Year 4	
Year 5	

### Table 5.2

In this table, The Company shall list its top 10 planned capital investments related to the contract execution.

- Capital Investment Name:** The Company shall list its top 10 planned capital investments related to the contract execution.
- Description:** The Company shall provide a brief description of the investment.
- Investment Amount:** The Company shall specify the planned amount of investment, in QAR, for each item.

## 2.3.10 Plan Components > D. Investment in Fixed Assets (2/2)

No.	Capital Investment Name
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

### Additional Guidance

- Assets, and the associated depreciation cost, owned by the entity that are held outside Qatar should be excluded.
- As per standard accounting practices, major refurbishments and repairs, if capitalized in The Company’s audited financial statements, should be included in this section.
- Work in progress or assets that have not yet entered service should be excluded. These assets can be included once they are in operation and placed in service.
- Assets that are used for purposes that are not directly related to the Project should be excluded. Shared assets should be excluded from the Project balance sheet. Income/expenses resulting from shared assets shall be realized in the Project P&L statement, and accounted for in other sections. Refer to section 4.2 for details on asset allocation principles.
- Land, which is not normally depreciated, should be excluded.
- Goodwill, which is not normally amortized, should be excluded. Other intangible assets such as intellectual properties, patents, copyrights, etc. can be included in this section.
- Remotely Operated Vehicles (ROV) can be included in this section.
- The Company shall estimate the total annual depreciation and amortization of assets during the contract execution only. This is applicable for existing assets and new acquired assets that will be utilized for contract execution. These estimates should match the information used for preparing the Audited Special Purpose Financial Statements.



### **3. Submission Guidelines**



### 3.0 Submission Guidelines (1/3)

The following items will be used as inputs during the contract life-cycle where ICV Plan is applied:



The **ICV Plan Submission Template** provides a forward looking view, based on The Company’s planned spend during the contract execution.



The **ICV Plan Tracker** is a supporting template that enables The Company to track its actual spend during contract execution, and to aid in the ICV certification at the end of the contract.

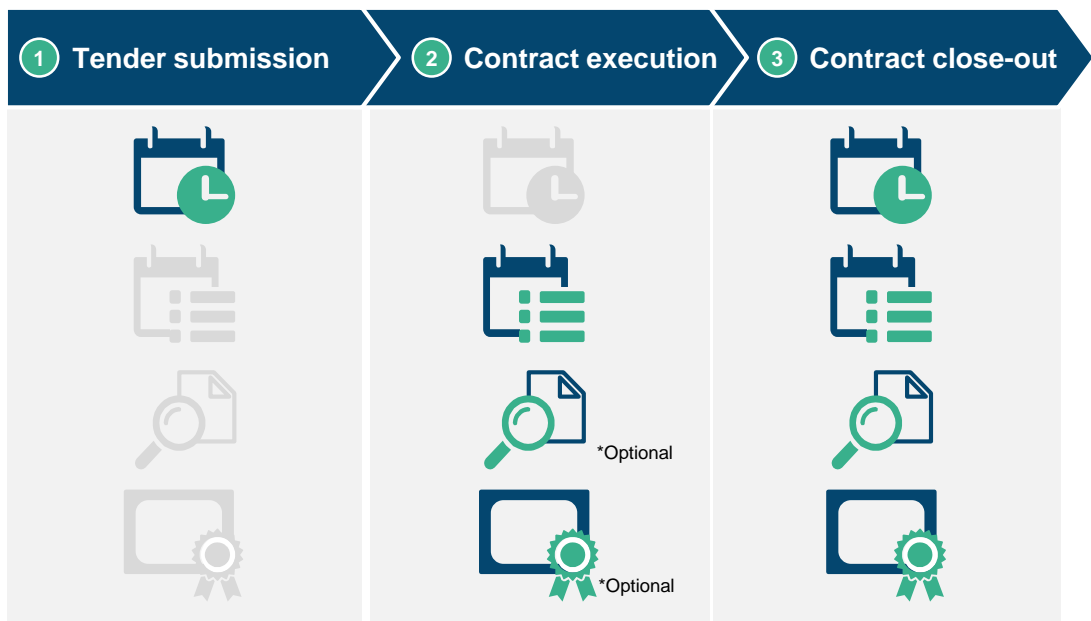


The **Special Purpose Audit** is an independent opinion issued on the Project specific financial statements, by a chartered accountant firm, to ensure that the numbers reported present a true and fair view of the Project.



The **ICV Certificate** is issued by one of the ICV Certifiers. It contains key information about The Company and the contract’s achieved ICV Score.

The figure below indicates when each of the above inputs will be used during the contract life-cycle.



## 3.0 Submission Guidelines (2/3)

### Tender submission

- Once the ICV Plan Submission Template is completed, The Company is advised to verify all of the details to ensure they are appropriate and aligned with the RFP requirements. It is also advisable for The Company to engage its finance department in order to verify these figures before submitting the ICV Plan Submission Template to the Buying Entity.
- During tender evaluation, if requested by The Buying Entity, The Company shall provide additional information clarifying, validating or updating the ICV Plan Submission Template.
- The Buying Entity shall convert the information submitted in the ICV Plan into contractual commitments. In the event of failure to adhere to the ICV Plan, The Buying Entity retains the right to appropriate actions in accordance to the terms of the contract.

### Contract execution

- During contract execution, The Company will be expected to keep appropriate documentation and auditable records for all information and assumptions reported in the Plan. Information and records contained in the ICV Plan Tracker will be required and verified by the ICV Certifier at the end of the contract.
- Contracts that are more than one year in duration will be reviewed at the middle and end of the contract, at a minimum. Contracts which are one year or less in duration will be reviewed at the end of the contract. The Buying Entity may request to see quantifiable evidence of progress against the ICV Plan.
- The Company is advised to populate the ICV Plan Tracker on an annual basis to help track the actual spend during contract execution. The ICV Plan Tracker is not required for contracts below 1 year.
- During contract execution, The Company is advised to get Special Purpose Audits, on the Project specific financial statements, on an annual basis to ensure the completeness of underlying audit evidence and to support the annual updates to the ICV Plan Tracker. Produced Audited Special Purpose Financial Statements will form the basis of the ICV certification. For additional guidance on the Special Purpose Audit refer to Section 4.2.

## 3.0 Submission Guidelines (3/3)

- The Company may also engage an ICV Certifier to complete interim ICV certifications where both the ICV Plan Tracker and Audited Special Purpose Financial Statements exist.

### Contract close-out

- After contract completion, The Company is first required to get a Special Purpose Audit, on the Project specific financial statements, to ensure that numbers reported present a true and fair view of the Project. Produced Audited Special Purpose Financial Statements will form the basis of the ICV certification. For additional guidance on the Special Purpose Audit refer to Section 4.2.
- Upon the issuance of the Audited Special Purpose Financial Statements, The Company will be required to fill out the ICV Plan Tracker and submit it to a ICV Certifier to issue an ICV Plan certificate. The Buying Entity will then evaluate whether the plan has been met against ICV Plan commitments, submitted during contract bidding.
- Depending on the nature of the contract, The Buying Entity may request The Company to certify their ICV Plan more than once.

### Contact information

If The Company has further questions or needs additional clarification, the following options are available:

1. Visit our website at [www.tawteen.com.qa](http://www.tawteen.com.qa)
2. Contact Tawteen Service Center at +974 4013 6477
3. Contact an appointed ICV Certifiers

Thank you





## 4. Appendix



## 4.1 Glossary (1/2)

<b>Audited Special Purpose Financial Statements</b>	Project specific financial statements audited by a chartered accounting firm
<b>Co-op</b>	Cooperative education
<b>Excel</b>	Microsoft Excel
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>ICV</b>	In-Country Value
<b>ICV Certifier</b>	The pre-approved chartered accounting firm certifying The Company's ICV Scorecard and/or ICV Plan
<b>IFRS</b>	International Financial Reporting Standards
<b>ISO</b>	International Organization for Standardization
<b>JV</b>	Joint Venture
<b>N/A</b>	Not applicable
<b>OSHA</b>	OSHA Outreach Training Program
<b>Project</b>	Planned work or activity conducted by The Company over a period of time and intended to achieve a particular purpose
<b>QAR</b>	Qatari Riyal

## 4.1 Glossary (2/2)

<b>QP</b>	Qatar Petroleum
<b>RFP</b>	Request for Proposal
<b>Supplier</b>	The entity supplying goods or services to the bidder completing the template
<b>The Buying Entity</b>	The entity that is interested in procuring goods and services
<b>The Company</b>	The entity that is completing and submitting the template

## 4.2 Allocation Principles and Special Purpose Audit (1/3)

1. A Special Purpose Audit shall be performed on the Project specific financial statements subject to the ICV Plan. These financial statements shall be based on International Financial Reporting Standards (IFRS), which should cover the following:
  - a) Income Statement
  - b) Statement of Financial Position
  - c) Statement of Cashflows
  - d) Notes to the Financial Statements
2. ICV Plan certificates may only be issued when based on the Audited Special Purpose Financial Statements. The Audited Special Purpose Financial Statements could be issued at any point during the year, it does not need to be co-terminus with the date of The Company's annual financial statements but will be driven by the Project completion date. The ICV Plan Tracker should be based upon the Audited Special Purpose Financial Statements after that date.
3. The ICV Certifier of the ICV Plan must not also be the auditor of The Company, group or the Audited Special Purpose Financial Statements.
4. Allocation principles should be clearly disclosed in the Audited Special Purpose Financial Statements (e.g. shared manpower based on time sheets, materials based on consumption rates, depreciation for shared assets based on machine/ equipment, hours, etc.). Alternatively, The Company should have a well developed inter-departmental procedure that clearly articulates allocation principles and methodologies that will be applied for any Project. The auditor will need to check the allocation principles in order to conform to the methodology and ensure that the principles, have been consistently applied for preparing the statements.
5. As a generic rule, the allocation for the cost components should reflect the following:
  - a) **Goods and Services** – policies should be put in place by The Company to allocate indirect costs consistently throughout the lifetime of the Project and reflect the usage of the goods/ services.

## 4.2 Allocation Principles and Special Purpose Audit (2/3)

**b) Manpower compensation** – policies should be put in place by The Company to allocate manpower costs throughout the lifetime of the Project. These may be sourced from other group companies ('recharges') or third-party suppliers ('shared costs'). With recharges and shared costs, contemporaneous timesheets and inter-group transactions should be evidenced. The basis of costs of the manpower sourced from group companies should be stated in The Company policies and consistently applied.

6. The following items are key areas of the Audited Special Purpose Financial Statements which need to be conducted in order to support the subsequent ICV Plan certification. All items must be supported by documentation and be consistent with The Company relevant IFRS accounting policy in place.

Cost	Income Statement	Balance Sheet
<b>Direct Costs</b>	<p>These are the costs which relate to third party goods and services, invoiced directly for a single Project to The Company.</p> <p>Invoices and Purchase Orders (PO) should be addressed to the Project / The Company leading the Project and should tie back to the Special Purpose Financial Statements of the Project.</p>	<p>Related balance sheet items must directly be traceable to vendor invoices, purchase orders, customer invoices that leads to the Project.</p>
<b>Shared Costs</b>	<p>These are costs which relate to third party goods and services, invoiced to multiple projects / for multiple projects for The Company.</p> <p>Charges to the income statement must be in line with approved allocation principles.</p>	<p>Related balance sheet items must be correctly reflected and be in line with approved allocation principles.</p>

## 4.2 Allocation Principles and Special Purpose Audit (3/3)

Cost	Income Statement	Balance Sheet
<b>Recharged Costs</b>	<p>These are costs which relate to goods and services obtained from group companies as related party transactions.</p> <p>Contemporaneous inter-group invoices and other contemporaneous evidence (e.g. invoice/ debit note received pertaining to manpower cost from a group entity) should be made available and clearly identify the Project they relate to.</p>	<p>Related party balances included in the balance sheet must directly relate to invoice/ debit note received from group companies and must clearly link to the Project.</p>
<b>Central Overheads</b>	<p>These are costs which typically relate to Head Office costs (e.g. HR, IT, etc.). They are excluded from the ICV calculation.</p>	<p>Related balance sheet items must be correctly reflected and be in line with approved allocation principles.</p>

7. It is highly recommended, but not required, that The Company set up specific bank accounts for each of their projects subject to ICV Plan certifications, in order to provide evidence and audit trail for Project costs and cash disbursements.
8. The Company is required to have robust IT-based financial accounting systems in place to capture Project specific costs (i.e. ledger management, Accounts payable, accounts receivable Fixed Asset Management, etc.). Furthermore, specific cost centers for the projects should be set up to facilitate Project accounting.
9. The Company is encouraged, but not required, to have Audited Special Purpose Financial Statements for the Project on an annual basis and to have the ICV Plan certified on an annual basis as well.