



TERMS OF REFERENCE
PROVISION OF RECRUITMENT SERVICES

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1. BACKGROUND INFORMATION

1.1. Partner country and Procuring Entity

SADC Secretariat

1.2. Contracting authority

SADC Secretariat

1.3. Country background

The Southern African Development Community herein referred to as ‘SADC’ Secretariat is made up of Angola, Botswana, Comoros, Democratic Republic of the Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, and Zimbabwe. SADC is a body that facilitates the implementation of SADC programmes and activities to meet its objectives and overall goal of poverty eradication and regional integration. The main objectives of SADC are to achieve development, peace and security, and economic growth, to alleviate poverty, enhance the standard and quality of life of the peoples of Southern Africa, and support the socially disadvantaged through regional integration, built on democratic principles and equitable and sustainable development.

1.4. Current situation in the sector

The Southern African Development Community (SADC) is a regional economic community founded and maintained by countries in Southern Africa. It aims to further the socio-economic, political and security cooperation among its Member States and foster regional integration in order to achieve peace, stability and wealth. SADC currently has fifteen Member States¹ with a population of approximately 327 million people and a combined GDP of USD 600 billion (2016).

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project of which this contract will be a part is as follows:

¹ The Southern African Development Community (SADC) is made up of Angola, Botswana, Comoros, Democratic Republic of the Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, Zimbabwe

The objective of the consultancy is to facilitate the recruitment process for vacant positions within the framework of the SADC Recruitment, Selection and Appointment policy. The recommended Contractor will identify, select and recommend suitable candidates to be considered for filling vacant positions within the SADC Secretariat.

2.2. Purpose

The purpose of this contract is as follows:

- Complete the recruitment of vacant positions;
- Screen and shortlist job applicants for the positions,
- Matching the skills, competences, qualifications and experience of applicants with position descriptions, job requirements and competencies and person specifications,
- Prepare short-list of job applicants (four per position). A shortlist report is to be prepared reporting the process, indicating shortlisted candidates and summarizing results of screening to ascertain shortlisted candidates.
- Support the Secretariat and the Recruitment committees in the assessment of the short-listed candidates in order to select the best candidate.
- Assessing and interviewing short-listed candidates using job-aptitude and skill assessment tests to ascertain competency and suitability for the job requirements.
- A report is to be submitted indicating preferred and recommended candidates for approval.

2.3. Results to be achieved by the contractor

Screening job applicants received for the positions (subjects of any of the eligible Member States). Develop and apply a screening methodology based on identified job functions and competency requirements. The methodology should be established in consultation with the management of the Secretariat and ensure the following criteria are included:

- i. formal qualifications and their relevance to the position description and job requirements;
- ii. demonstrated experience and expertise in successfully applying identified skills to addressing issues relevant to the job requirements;
- iii. competence and professional suitability to working with and supporting the Secretariat to achieve its objectives;

A Short-listing report is to be prepared and presented to the Secretariat and the Recruitment panels.

- Based on the shortlisting, conduct job-aptitude and skill assessment tests that identifies and rates the most suitable candidates. The job aptitude and skill assessment tests should reflect job requirements as established with management. Testing should involve a combination of exercises that enable assessment

of competence to address job requirements and which demonstrate underpinning capacity to work in the Secretariat.

- Assist the Secretariat and the recruitment panels in interviews and throughout the selection process.
- Prepare interview and selection reports that shows results from skills assessments and interviews recommending suitable candidates for each vacancy.
- Complete qualification and skill assessment validation of candidates.
- Conduct background and reference checks.

3. ASSUMPTIONS & RISKS

None

3.1. Assumptions underlying the project

3.2. Risks

None

4. SCOPE OF THE WORK

4.1. General

4.1.1. Description of the assignment

The Contractor will perform the assignment and will facilitate the recruitment process for;

- Vacant positions within the Secretariat;

4.1.2. Geographical area to be covered

SADC Member States

4.1.3. Target groups

Candidates from eligible SADC Member States.

4.2. Specific work

- i) Use appropriate techniques and tools to screen all job applicants. The Bidders will specify the methodology they will use to come up with the top four recommended candidates per position.
- ii) Carry out the assessment methods in order to rate and determine job competency. The methods are to be developed by the Contractor in line with the job requirements. Applicants can be assessed using job-aptitude and skill assessment tests that show application of skills

and competencies to achieving job requirements and overall suitability to work at the Secretariat.

- iii) Organize the schedule for the interviews and tests (whether online or presence). For the final interview of the four candidates per position, the Contractor will coordinate with SADC to form a joint selection panel. The Conclusions of the joint selection panel will be presented to the appointing authority (Executive Secretary of the SADC)
- iv) Conduct background, reference checks, and facilitate independent verification of qualifications and submit to Director Human Resources and Administration.
- v) Prepare relevant reports on the following:
 - First pre-selection of candidates with the list of qualifying candidates.
 - Final short list of four candidates per position.
 - Final interview report

Subject to discussion, the Contractor may carry out only some of specified activities listed in this section.

4.3. Project management

4.3.1. Responsible body

The Human Resources and Administration Directorate will be responsible for coordinating the implementation of the contract(s).

4.3.2. Management structure

The Project Manager is the Director – Human Resources and Administration working in liaison with the Deputy Executive Secretary- Corporate Affairs. The Contractor shall submit a brief report on completion of each distinct phase of the recruitment process to the Director, Human Resource and Administration for management approval. After successfully placing a candidate, the Contractor shall submit a final report to the Director, Human Resource and Administration, incorporating the earlier reports and recommending what can be done to reduce the recruitment time or improve upon any aspect of the process.

5. LOGISTICS AND TIMING

5.1. Location

The assignment shall be performed in Gaborone Botswana the Head Quarters of SADC Secretariat or at the Contractor's Premises. If the premises are to be provided by the SADC Secretariat the Contractor should specify the equipment and premises needed to deliver the result.

5.2. Start date & period of implementation of tasks

The intended start date is 01 April 2020 and the period of implementation of the contract will be three (3) years. Please see Articles 2.1, 2.3 and 2.4 of the special conditions for the actual start date and period of implementation.

6. REQUIREMENTS

6.1. Staff

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

6.1.1. Key experts

The key experts engaged under this Service Contract will be referred to as Key Experts. The tenderer shall submit CVs and statements of exclusivity and availability for the key experts. The specific activities to be supported under these Terms of Reference will be carried out through the provision of a mixture of medium-term and short-term technical assistance covering the specific activities/programmes.

The Key Experts under this Service Contract will be two (2) persons, referred to as KE1 (Team leader) and KE2.

Key expert 1: Recruitment Team leader

Qualifications and skills

At least a master's degree or equivalent in Human Resources, Business Administration or a relevant, directly related discipline;

Excellent management and communication skills are essential

An excellent verbal and written command of English and must be Computer literate: Competency in word processing and spreadsheet applications is essential;

Specific professional experience

- At least 10 years of work experience, with increasing levels of responsibility, in the field of Public or Human Resources Management and Organisational Development;
- Substantial and demonstrated international/regional consulting experience in recruitment and placement for major public and private agencies in the region.
- Experience in coordinating at least three different recruitment projects of a similar international or public body organisation is required.
- At least 10 years of work experience related to recruitment of senior staff.

Must be member of internationally recognised professional Human Resources, Organisational Development or Management body;

Key expert 2: Recruitment Manager

Qualifications and skills

At least a bachelor's degree or equivalent in Human Resources, Business Administration or a relevant, directly related discipline

An excellent verbal and written command of English and must be Computer literate: Competency in word processing and spreadsheet applications is essential;

Excellent management and communication skills are essential.

Specific professional experience

- At least 10 years of work experience, with increasing levels of responsibility, in the field of Public or Human Resources Management and Organizational Development;
- Substantial international consulting experience in recruitment and placement.
- Experience in managing at least in three different projects of a similar international or public body organisation is required.
- At least 10 years of work experience related to recruitment of senior staff.
- Must be member of internationally recognised professional Human Resources, Organisational Development or Management body;

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

6.1.2. Other experts, support staff & backstopping

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The contractor shall select and hire other experts as required according to the needs. The selection procedures used by the contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

6.2. Office accommodation

If the assignment is performed at the Contractor's premises, the office accommodation should be of reasonable standard and of approximately 10 square metres. Facilities to be provided by the contractor

The contractor shall ensure that experts are adequately supported and equipped. In particular, it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion. The Contractor shall provide logistical support such as, office, communication and stationary if required.

The Contractor will arrange interview/recruitment panels as and when required and support applicants to attend skills assessment testing requirements. Testing of applicant skills can be undertaken at the Secretariat or at the venue of the Contractor in Botswana.

The Contractor shall provide logistical support such as, office, communication and stationary if required. The Contractor will arrange interview/recruitment panels as and when required and support applicants to attend skills assessment testing requirements. Testing of applicant skills can be undertaken at the Secretariat or at the venue of the Contractor in Botswana.

The Contracting Authority will manage travel arrangements and related costs for candidates who will be interviewed, tested and assessed.

6.3. Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1. Reporting requirements

Article 6.2 of the special conditions indicates payment options in relation to deliverables

The contractor will submit the following reports in English in one original and two copies:

- **Inception Report** of maximum 12 pages to be produced after fifteen days from the start of implementation. In the report the contractor shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme and staff travel. The contractor should proceed with his/her work unless the contracting authority sends comments on the inception report.
- **Draft final report.** This report shall be submitted no later than one month before the end of the period of implementation of tasks.
- **Final report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is fifteen days after receipt of comments on the draft final report. The report shall contain a sufficiently detailed description of the different options to support an informed decision on recruitment. The detailed analyses underpinning the recommendations will be presented in annexes to the main report. The final report must be provided along with the corresponding invoice.

In line with section 4.3.2 the Contracts shall submit shall submit a brief report on completion of each distinct phase of the recruitment process to the Director, Human Resource and Administration for management approval.

7.2. Submission and approval of reports

The report referred to above must be submitted to the Project Manager identified in the contract. The Project Manager is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The work and performance of the Contractor shall be monitored by the Director Human Resources and Administration. Payment for services rendered by the Contractor is made on completion of service, completion of phases of the contract, or submission of pre-agreed deliverables.

8.2. Special requirements

N/A

9. BUDGET

The budget for this consultancy is US\$250,000.00