

# REQUEST FOR EXPRESSION OF INTEREST



## SELECTION OF INDIVIDUAL CONSULTANTS

### SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL

REFERENCE NUMBER: SADC/3/5/2/192

10<sup>th</sup> November 2021

1. **The SADC Secretariat** is inviting Individual Consultants to submit their CV and Financial Proposal for the following services:

**“SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL”**

The Terms of Reference defining the minimum technical requirements for these services are attached as Annex 1 to this Request for Expression of Interest.

2. **Only Individual Consultants are eligible for this assignment provided that they fulfil the following eligibility criteria:**

*a) they are not bankrupt or being wound up, are having their affairs administered by the courts, have entered into arrangements with creditors, have suspended business activities, are being subject of proceedings concerning those matters, or are being in any similar situations arising from similar procedures provided for in the national legislation or regulations of the SADC member states;*

*b) they have not been convicted of offences concerning their professional conduct by a judgment which has the force of res judicata; (i.e. against which no appeal is possible);*

*c) they have not been declared guilty of grave professional misconduct proven by any means which SADC Secretariat can justify;*

*d) they have fulfilled obligations related to the payments of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those countries where the contract is to be performed;*

*e) they have not been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the SADC Secretariat' financial interests;*  
*or*

*f) they are not being currently subject to an administrative penalty.*

3. The maximum budget for this contract is US\$ **8,000.00**. inclusive of professional fees and reimbursable expenses. Proposals exceeding this budget will not be accepted.

4. Your Expression of Interest must be presented as per Standard Expression of Interest Forms attached as Annex 2 to this REOI, in the English language and be accompanied by copies of all the indicated supporting documents. If the supporting documents are not in English, these shall be accompanied by a certified translation into English.

5. Proposal should be submitted by email clearly marked “REFERENCE NUMBER: SADC/3/5/2/192 “SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL” to the email [finance2021@sadc.int](mailto:finance2021@sadc.int) by the deadline.
6. The deadline for submission of your proposal, to the address indicated in Paragraph 5 above, is: **Wednesday 1<sup>st</sup> December 2021 at 14:00 hours** local (Botswana) time.
7. Your CV will be evaluated against the following criteria.

CRITERIA	POINTS
General Qualifications and skills	20
General professional experience	40
Specific professional experience	40
<b>Total</b>	<b>100</b>

#### Technical Evaluation

The minimum technical score required to pass is 70 points. Bids not reaching 70 points shall be considered not compliant. Out of the 70 points threshold, the best technical offer is awarded 100 points. The others receive points calculated using the following formula:  $\text{Technical score} = (\text{final score of the technical offer in question} / \text{final score of the best technical offer}) \times 100$

#### Financial evaluation

The Evaluation Committee shall proceed with the financial comparisons of the fees between the different financial offers (fee based are established in the main Contract while for Global Price specific offers will be considered). Both the provisions for reimbursable and expenditure verification shall be excluded from the comparison of the financial bids. The offer with the lowest total fees shall receive 100 points. The others are awarded points by means of the following formula:  $\text{Financial score} = (\text{lowest total fees} / \text{total fees of the tender being considered}) \times 100$ .

The best value for money is established by weighing technical quality against price on an 80/20 basis. This is done by multiplying:

- the scores awarded to the technical offers by 0.80
- the scores awarded to the financial offers by 0.20

8. Your proposal should be submitted as per the following instructions and in accordance with the Terms and Conditions of the Standard Contract attached as Annex 3 to this REOI:

(i) **PRICES:**

The financial proposal shall be inclusive of all expenses deemed necessary by the Individual Consultant for the performance of the contract.

(ii) **EVALUATION AND AWARD OF THE CONTRACT:**

Expressions of Interest determined to be formally compliant to the requirements will be further evaluated technically.

An Expression of Interest is considered compliant to the requirements if:

- It fulfils the formal requirements (see Paragraphs 2,3,4,5,6 and 7 above),
- The financial proposal (professional fees) does not exceed the maximum available budget for the contract as indicated under Para 3.

The award will be made to the applicant who obtained the highest technical score and with the financial offer within the budget as indicated under Para 3. Expressions of Interest not obtaining a minimum technical score of 70% will be rejected.

(iii) **VALIDITY OF THE EXPRESSION OF INTEREST:**

Your Expression of Interest should be valid for a period of **90 days** from the date of deadline for submission indicated in Paragraph 6 above.

9. The assignment is expected to commence within two (2) weeks from the signature of the contract.

10. Additional requests for information and clarifications can be made until ten (10) calendar days prior to deadline indicated in the paragraph 6 above, from:

The Procuring entity: **SADC Secretariat**

Contact person: Mr Purpose Chifani

Telephone: **3951863**

Fax: **3972848**

E-mail: [tenders@sadc.int](mailto:tenders@sadc.int) and [mmikuwa@sadc.int](mailto:mmikuwa@sadc.int)

Copy to [pchifani@sadc.int](mailto:pchifani@sadc.int) ; [mjere@sadc.int](mailto:mjere@sadc.int)

The answer on the questions received will be sent to the Consultant and all questions received as well as the answer(s) to them will be posted on the SADC Secretariat's website at the latest seven (7) calendar days before the deadline for submission of the proposals.

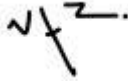
**ANNEXES:**

**ANNEX 1: Terms of Reference**

**ANNEX 2: Expression of Interest Forms**

**ANNEX 3: Standard Contract for Individual Consultants**

Sincerely,



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**Name:** Mr Purpose Chifani

**Title:** Acting- Head of Procurement Unit

## ANNEX 1: TERMS OF REFERENCE



## TERMS OF REFERENCE

# **CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL**

## TERMS OF REFERENCE

### CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL

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## 1. BACKGROUND INFORMATION

### Partner country and procuring entity

Southern African Development Community (SADC)

### Contracting authority

Southern African Development Community Secretariat (SADC Secretariat)

### Country background

The Southern African Development Community (SADC) is a Regional Economic Community comprising 16 Member States, namely; Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe. Established in 1992, SADC is committed to Regional Integration and poverty eradication within Southern Africa through economic development and ensuring peace and security.

The vision of and ultimate impact desired by the Southern African Development Community (SADC) is one of a common future, a future in a regional community that will, among other objectives, ensure social-economic wellbeing and improve the standards of living and quality of life, freedom and social justice and peace and security for the peoples of Southern Africa. By 2050, we envision a peaceful, inclusive, middle to high income industrialised region, where all citizens enjoy sustainable economic well-being, justice and freedom. To attain this vision, SADC's expected specific results include the promotion of sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication through regional integration.

The SADC Secretariat is the body that facilitates the implementation of SADC programmes and activities to meet SADC's objectives and overall goal of poverty eradication and regional integration. The **Mandate** of the [SADC Secretariat](#), as outlined in the [SADC Treaty](#), is to provide the following:

- Strategic planning **and** management **of the programme of SADC;**
- Implementation of the decisions **of the Summit and council;**
- Organisation and management **of SADC Meetings;**
- Financial and general administration;
- Representation and promotion **of SADC; and**
- Promotion and harmonisation of policies and strategies **of [Member States](#).**

It is in furtherance of the Financial and general administration mandate that the Secretariat seeks the services of a consultant to facilitate revision and updating of its Finance Manual.

The SADC Secretariat, through its Finance Directorate, is in the process of updating its Financial Management Manual and as part of this process, the Secretariat will be holding a peer review workshop which will require the services of a rapporteur to assist during the process.

The draft improvements to the Financial Management Manual has been developed by different teams and the purpose of the peer review workshop is for the different teams to review each other's work and provide comments and improvements towards development of a consolidated revised and updated financial management manual.

### **Current situation**

The current Finance Manual was developed in 2016. Since then, the Secretariat's financial management system has been upgraded several times, and there have been a number of developments in financial management globally. The current manual is therefore out of date as it does not provide proper guidance on developments that have occurred since 2016.

### **Related programmes and other donor activities**

There are NO related programmes to the proposed activity, and implementation is by the Secretariat without involvement of any donors.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1 Objective and Purpose**

The objective of the consultancy is to facilitate the revision of the SADC Financial Management Manual. To do this the consultant is expected to facilitate and take minutes of the proceedings of workshop, assess the contributions made, provide professional input, and produce a report highlighting all the proposed updates to the Financial Management Manual within five working days of the completion of the event.

The report shall include all the presentations made during the workshop, a narrative summary of the proceedings and discussions and the professional observations on the processes and outcomes of the workshop;

After the workshop, consolidate all proposed updates to the Financial Management Manual into one document; and

Perform an editorial review of the consolidated Revised SADC Financial Management Manual.

### **2.2 Results to be achieved by the contractor**

The main output of the consultancy is a revised and updated SADC Secretariat Financial Management Manual

## **3. ASSUMPTIONS & RISKS**

### **3.1 Assumptions underlying the project**

The assignment will be carried out on assumption that the client will provide the first draft of the Financial Management Manual and that the client's officers will be available to provide the necessary inputs into the revised manual.

### **3.2 Risks**

Delays in appointment of consultants and appointment of a consultant who does not have the necessary skills for facilitating development of finance management manuals and soliciting inputs from client's personnel.

## **4. SCOPE OF THE WORK**

### **4.1 General**

#### 4.1.1. Project description

The assignment involves facilitation of the revision of the existing SADC Secretariat Financial Management Manual to come up with an updated and revised version that will be used by the Secretariat staff to guide financial operations.

#### 4.1.2. Geographical area to be covered

The Financial Management Manual to be revised and updated belongs to the SADC Secretariat. The assignment will therefore be carried out at the Secretariat in Gaborone, Botswana.

#### 4.1.3. Target groups

The Finance Management Manual will be revised and updated in collaboration with the SADC Secretariat finance staff.

### **4.2 Specific work**

The consultant is expected to carry out the following tasks in fulfilling the assignment's main objective:

#### *4.2.1 Before the Workshop*

The Consultant should ensure that he/she is:

- familiar with the purpose of the peer review workshop.
- Should have a plan or strategy to run the session, ensuring an interesting exchange of information with the active participation of the audience.
- Identify suitable, to-the-point questions targeted at the speakers, in case no questions come from the audience.

#### *4.2.2 During the Session*

- Monitor the time of the presentation, informing the presenter, if necessary, of the time left or of the need to conclude his/her presentation
- Give the floor to the audience for questions, remarks, comments, etc. avoiding unnecessary discussion, long monologues, etc.
- Provide time to the presenters to reply or comment on questions and issues raised by the audience – if necessary, re-group questions and redirect them to the presenters eliciting the most important issues, should time not be enough.
- Contribute professionally to the discussions.
- Present a summary of the discussion, highlighting any conclusions and recommendations, if any (these should be included in a Summary Report,)
- Close the Session when concluded and announce any event which might take place thereafter.

#### *4.2.3 After the Session*

- Prepare consolidated report of all proposed updates submitted during the course of the peer review sessions, within two days after the end of the sessions. The report should include;
  - Main proceedings and summaries of each session
  - Inputs and recommendations from the participants
  - Compile presentations and photographs, annex them to the main report
- Prepare and submit a consolidated and edited draft Finance Management Manual incorporating all the proposed updates;

### **4.3 Project management**

#### **4.3.1. Responsible body**

The Directorate of Finance is responsible for this consultancy. The specific unit within the Directorate is the Accounting Services Unit.

#### *4.3.2. Management structure<sup>1</sup>*

The consultant will report to the Director of Finance through the Controller of Accounting Services.

#### **4.3.3. Facilities to be provided by the contracting authority and/or other parties**

The only facilities to be provided are virtual meeting facilities (ZOOM meeting rooms), as well as access to online documents and reports; or conference facilities should the workshop take place physically.

## **5. LOGISTICS AND TIMING**

### **5.1 Location**

The location of the assignment will be virtual with possible travel to Gaborone, Botswana. The possibility of travel will only be realised depending on COVID 19 restrictions and limitations during the time of implementation.

### **5.2 Start date & period of implementation**

This contract is expected to start in October 2021 and the period of implementation of the contract will be 30 days from the date of appointment.

## **6. REQUIREMENTS**

### **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.

The consultant is expected to possess the following qualifications and competencies

#### *6.1.1 Qualification and Skills*

- a) An Accounting professional with a degree in Finance, with training and experience in facilitation.
- b) Background in Financial management studies will be an added advantage

- c) Excellent report writing skills.
- d) Neat, concise and clear writing ability
- e) Ability to develop innovative graphs, flowcharts etc.
  
- f) Proficiency in Microsoft Office.

#### 6.1.2 *General Professional Experience*

- a) Have a good understanding of finance and finance related processes and procedures
- b) Not less than 15 years' experience in accounting, financial management or development of accounting and financial management procedures.

#### 6.1.3 *Specific Professional experience*

- a) Sound experience in accounting process reviews of at least 5 years.
- b) Sound experience in rapporteur of technical workshops of at least 5 years.
- c) Have experience in writing reports for international organisations.

### **6.2 Office accommodation**

Not Applicable.

### **6.3 Facilities to be provided by the contractor**

The SADC Secretariat will provide virtual meeting facilities (ZOOM meeting rooms), as well as access to online documents, SADC documents as they relate to financial management. In the event that the meeting takes place physically as per approved plan, the Secretariat will provide all conferencing facilities necessary to hold the workshop.

### **6.4 Equipment**

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

### **6.5 Incidental expenditure**

The consultant should include the cost of travel to SADC Head office in Gaborone and to the venue of the workshop, accommodation costs and any other incidental costs in their costing of the assignment. Provision should be made for a five-day workshop.

Should there be need for additional travel, the SADC Secretariat will cover travel, accommodation and subsistence costs.

### **6.6 Expenditure verification**

Not applicable.

## **7. REPORTS**

### **7.1 Reporting requirements**

The consultant is expected to prepare a consolidated report of all proposed updates submitted during the course of the peer review sessions, within five days after the end of the sessions. The report should include;

- a) Main proceedings and summaries of each session
- b) Inputs and recommendations from the participants
- c) Compile presentations and photographs, annex them to the main report

The final output will be a consolidated and edited draft Finance Management Manual incorporating all the proposed updates;

### **7.2 Submission & approval of reports**

Copies of the reports referred to above must be submitted to the Controller of Accounting Services, who will be responsible for acceptance of the reports. All reports and communications with the contracting authority shall be in English in MS Word/Excel/PowerPoint format, and ready for printing and distribution. The SADC Secretariat will arrange for the translation of reports and communications into all SADC languages

Payment for the consultancy will be as follows:

On submission of the Workshop Report 50%

On acceptance of the final Revised SADC Financial Management Manual 50%

The final payment will be made after the Secretariat has commented upon, and the comments have been incorporated into the Financial Management Manual.

## **8. MONITORING AND EVALUATION**

### **8.1 Definition of indicators**

This contracts will be monitored and evaluated using five specific performance measures, viz. inputs, output, efficiency, quality and outcome.

- a) Input measure will monitor the amount of resources (financial) being utilised to achieve the expected outcomes of this contract.
- b) Output measure will monitor how much was produced (products and actions) in line with the requirements of the contract.
- c) Efficiency measure will monitor the relationship between the amount produced (output) and the resources used (input).
- d) Quality measure will determine whether the expectations of the contracting entity (SADC Secretariat) and its stakeholders (Member States) are being met. These expectations include timeliness, accuracy, courtesy and meeting of contracting entity's needs.
- e) Outcome measure will determine the extent to which the overall objective and purposes of the contract are met and are impacting on intended clientele (Secretariat and Member States).

### **8.2 Special requirements**

Not applicable.

**9. Maximum available Budget**

The maximum budget for this assignment is USD8 ,000

**ANNEX 2: Expression of Interest Forms**

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COVER LETTER FOR THE EXPRESSION OF INTEREST FOR THE PROJECT SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL

REFERENCE NUMBER: SADC/3/5/2/192

REQUEST FOR SERVICES TITLE:

[Location, Date]

To: SADC Secretariat

Dear Sirs:

I, the undersigned, offer to provide the consulting services for the **SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL** in accordance with your Request for Expression of Interests number SADC/3/5/2/192, dated 10<sup>th</sup> November 2021 for the sum of [*Insert amount(s) in words and figures*<sup>1</sup>]. This amount is inclusive of all expenses deemed necessary for the performance of the contract in accordance with the Terms of Reference requirements, and [*“does” or “does not” delete as applicable*] include any of the following taxes in Procuring Entity’s country: value added tax and social charges or/and income taxes on fees and benefits.

I hereby declare that all the information and statements made in my CV are true and accept that any misinterpretation contained in it may lead to my disqualification.

I take note that under the provisions of the SADC Procurement Policy applicable to this Request For Expression of Interest, a contract cannot be awarded to applicants who are in any of the following situations:

- a) *they are being bankrupt or wound up, are having their affairs administered by the courts, have entered into arrangements with creditors, have suspended business activities, are being subject of proceedings concerning those matters, or are being in any similar situations arising from a similar procedures provided for in the national legislation or regulations of the SADC member states;*
- b) *they have been convicted of offences concerning their professional conduct by a judgment which has the force of res judicata; (i.e. against which no appeal is possible);*
- c) *they have been declared guilty of grave professional misconduct proven by any means which SADC Secretariat can justify;*
- d) *they have not fulfilled obligations related to the payments of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those countries where the contract is to be performed;*
- e) *they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the SADC Secretariat' financial interests; or*

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<sup>1</sup> Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.

REFERENCE NUMBER: SADC/3/5/2/192

*f) they are being currently subject to an administrative penalty.*

I confirm that I am not in any of the situations described above, and I hereby declare that at any point in time, at the SADC Secretariat's request, I will provide certified copies of documents to prove so.

I am aware that the penalties set out in the Procurement Policy may be applied in the case of a false declaration, should the contract be awarded to me.

My proposal is binding upon me for the period indicated in Paragraph 9(iii) of this Request for Expression of Interest.

I undertake, if my Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in Paragraph 10 of the Request for Expression of Interest, and to be available for the entire duration of the contract as specified in the Terms of Reference.

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

Yours sincerely,

Signature [*In full and initials*]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

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**B. CURRICULUM VITAE**

*[insert full name]*

- 1. Family name: *[insert the name]*
- 2. First names: *[insert the names in full]*
- 3. Date of birth: *[insert the date]*
- 4. Nationality: *[insert the country or countries of citizenship]*
  
- 5. Physical address: *[insert the physical address]*
- 6. Postal address
- 7. Phone: *[Insert Postal Address]*
- 8. E-mail: *[insert the phone and mobile no.]*  
*[Insert E-mail address(es)]*
  
- 9. Education:

Institution: [Date from – Date to]	Degree(s) or Diploma(s) obtained:
<i>[indicate the month and the year]</i>	<i>[insert the name of the diploma and the specialty/major]</i>
<i>[indicate the month and the year]</i>	<i>[insert the name of the diploma and the specialty/major]</i>

10. Language skills: (Indicate competence on a scale of 1 to 5) (1 – excellent; 5 – basic)

Language	Reading	Speaking	Writing
<i>[insert the language]</i>	<i>[insert the no.]</i>	<i>[insert the no.]</i>	<i>[insert the no.]</i>
<i>[insert the no.]</i>	<i>[insert the no.]</i>	<i>[insert the no.]</i>	<i>[insert the no.]</i>

- 11. Membership of professional bodies: *[indicate the name of the professional body]*
- 12. Other skills: *[insert the skills]*
- 13. Present position: *[insert the name]*
- 14. Years of experience: *[insert the no.]*
- 15. Key qualifications: (Relevant to the assignment)  
*[insert the key qualifications]*

16. Specific experience in the region:

Country	Date from - Date to
<i>[insert the country]</i>	<i>[indicate the month and the year]</i>
.....	.....
<i>[insert the country]</i>	<i>[indicate the month and the year]</i>

17. Professional experience:

Date from – Date to	Location of the assignment	Company & reference person (name & contact details)	Position	Description
<i>[indicate the month and the year]</i>	<i>[indicate the country and the city]</i>	<b>Name of the Company:</b> <b>Address of the company:</b> <b>Phone:</b> <b>Fax:</b> <b>Email:</b> <b>Name and title of the reference person from the company:</b>	<i>[indicate the exact name and title and if it was a short term or a long term position]</i>	<b>Name of the Assignment:</b> <b>Beneficiary of the Assignment:</b> <b>Brief description of the Assignment:</b> <b>Responsibilities:</b>
<i>[indicate the month and the year]</i>	<i>[indicate the country and the city]</i>	<b>Name of the Company:</b> <b>Address of the company:</b> <b>Phone:</b> <b>Fax:</b> <b>Email:</b> <b>Name and title of the reference person from the company:</b>	<i>[indicate the exact name and title and if it was a short term or a long term position]</i>	<b>Name of the Assignment:</b> <b>Beneficiary of the Assignment:</b> <b>Brief description of the Assignment:</b> <b>Responsibilities:</b>
<i>[indicate the month]</i>	<i>[indicate the country]</i>	<b>Name of the Company:</b> <b>Address of the company:</b>	<i>[indicate the exact name and title and if]</i>	<b>Name of the Assignment:</b> <b>Beneficiary of the Assignment:</b> <b>Brief description of the Assignment:</b> <b>Responsibilities:</b>

Date from – Date to	Location of the assignment	Company & reference person (name & contact details)	Position	Description
<i>and the year]</i>	<i>and the city]</i>	<b>Phone:</b> <b>Fax:</b> <b>Email:</b> <b>Name and title of the reference person from the company:</b>	<i>it was a short term or a long term position]</i>	
..... ..	..... .....	..... .....	.....	.....
<i>[indicate the month and the year]</i>	<i>[indicate the country and the city]</i>	<b>Name of the Company:</b> <b>Address of the company:</b> <b>Phone:</b> <b>Fax:</b> <b>Email:</b> <b>Name and title of the reference person from the company:</b>	<i>[indicate the exact name and title and if it was a short term or a long term position]</i>	<b>Name of the Assignment:</b> <b>Beneficiary of the Assignment:</b> <b>Brief description of the Assignment:</b> <b>Responsibilities:</b>

**18. Other relevant information: (e.g. Publications)**

*[insert the details]*

**19. Statement:**

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

I hereby declare that at any point in time, at the SADC Secretariat's request, I will provide certified copies of all documents to prove that I have the qualifications and the professional experience as indicated in points 9 and 17 above<sup>1</sup>, documents which are attached to this CV as photocopies.

By signing this statement, I also authorize the SADC Secretariat to contact my previous or current employers indicated at point 14 above, to obtain directly reference about my professional conduct and achievements.

\_\_\_\_\_ Date: \_\_\_\_\_

**ATTACHMENTS:**    *1) Proof of qualifications indicated at point 9*  
*2) Proof of working experience indicated at point 17*

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<sup>1</sup> *The proof of stated qualifications shall be in the form of the copies of the degrees and diploma obtained, while for the professional experience the proof shall be either acknowledgement letters from the previous employers or copies of the Purchase Order/ Contract signed with them.*

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**C. FINANCIAL PROPOSAL**

REFERENCE NUMBER: SADC/3/5/2/192– SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL

Description <sup>1</sup>	Total (in US\$)
<b>TOTAL FINANCIAL OFFER</b>	

Signature [*In full and initials*]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

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<sup>1</sup> Delete items that are not applicable or add other items as the case may be.

## ANNEX 3: STANDARD CONTRACT FOR INDIVIDUAL CONSULTANTS

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## STANDARD TERMS OF CONTRACT

### (Individual Consultant)

**REFERENCE NUMBER: SADC/3/5/2/192 - SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL**

THIS Contract (“Contract”) is made on *[day]* day of the month of *[month]*, *[year]*, between, on the one hand,

*The SADC Secretariat* (hereinafter called the “Procuring Entity”) with the registered business in: *Plot 54385 CBD, Private Bag 0095, Gaborone, Botswana*

and, on the other hand,

*[Insert the full name of the individual]* (Hereinafter called the “Individual Consultant”), with residence in *[insert the Individual Consultant’ address, phone, fax, email]*, citizen of *[insert the Individual Consultant’s citizenship]* owner of the ID/Passport Number *[insert the number]* issued on *[insert the date]* by *[insert the name of the issuance authority]*,

WHEREAS, the Procuring Entity wishes to have the Individual Consultant perform the services hereinafter referred to, and WHEREAS, the Individual Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

### 1. Definitions

For the purpose of this contract the following definitions shall be used:

- 1.1 **Procuring Entity** means the legally entity, namely *the SADC Secretariat* who purchase the Services described in Annex 1 to this contract.
- 1.2 **Contract** means the agreement covered by these Terms including the Annexes and documents incorporated and/or referred to therein, and attachments thereto.
- 1.3 **Contract value** means the total price of the Financial Proposal included in the Individual Consultant’s Expression of Interests dated *[insert the date]* for the project “SADC/3/5/2/192 - **SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL**”and reflected as such in the Annex 2 of this contract.
- 1.4 **Individual Consultant** means the individual to whom the Procuring Entity has awarded this contract following the Request for Expression of Interest SADC/3/5/2/192 - **SHORT TERM CONSULTANCY TO REVIEW AND UPDATE THE SADC SECRETARIAT FINANCE MANUAL**

- 1.5 **Project Director** means the Coordinator – Support to Peace and Security in the SADC Region Project at the SADC Secretariat referred to in Annex 1 of this Contract.
- 1.6 **Services** means the Services to be performed by the Individual Consultant as more particularly described in Annex 1; for the avoidance of doubt, the Services to be performed include all obligations referred to in this Contract (as defined above).

## 2. Effective Date and Duration

- 2.1 This Contract shall enter into force and effect on the date of its last signature by either of the parties or the date that the Procuring Entity specifies in the notice to the Individual Consultant instructing the Individual Consultant to begin carrying out the Services.
- 2.2 The duration of contract is as per the provisions in Annex 1.
- 2.3 Notwithstanding anything to the contrary in the provisions of this Contract, the Contract shall expire after all the outputs stated in Annex 1 have been delivered.

## 2 The Services

The Individual Consultant will undertake the performance of the Services in accordance with the provisions of the Annex 1 of this Contract and shall, in the performance of the Services, exercise all the reasonable skill, care and diligence to be expected of an Individual Consultant carrying out such services.

## 3 Payment

- 3.1 The Individual Consultant shall be paid for the Services at the rates and upon the terms set out in Annex 2.
- 3.2 Payment shall be made to the Individual Consultant in US \$ unless otherwise provided by this contract and where applicable, VAT shall be payable on such sums at the applicable rate. The Individual Consultant must, in all cases, provide their VAT registration number on all invoices.
- 3.3 Unless otherwise provided in this Contract, invoices shall be delivered to and made out to Procuring Entity and shall be paid within 30 days of receipt by the Project Director, subject to the Individual Consultant having complied with his/her obligations hereunder in full as stated in the Annex II to this Contract. The Procuring Entity reserves the right to delay and/or withhold, fully or partially, payments that have not been supported by full and appropriate supporting evidence that the services provided were delivered and accepted by the Procuring Entity.

## 5. Status of the Individual Consultant

- 5.1 For the duration of the Contract, the Individual Consultant will have a status of an independent contractor in his relationship with the Procuring Entity under this Contract.
- 5.2 The Procuring Entity will endeavor to assist, where possible, the Individual Consultant in obtaining visas, work permits and to meet other legal requirements to enable the performance of services, when necessary.
- 5.3 The Individual Consultant shall be responsible for paying any tax and social security contributions in his/her country of residence, for any activity deriving from this contract. Such costs shall be assumed included in the Individual Consultant's fees.
- 5.4 The Procuring Entity shall be responsible for paying any taxes resulting from the activities performed under this contract imposed to the Individual in the country(ies) of the assignment with the exception of the ones set out in paragraph 5.3 above.

## **6. Supervision of the Services**

The Individual Consultant undertakes to deliver the Services in compliance with a system of quality assurance acceptable to the Procuring Entity which shall include any steps to comply with the standards operated by the Procuring Entity. The Individual Consultant shall be informed of the specific requirements in relation to this, and at the request of the Procuring Entity (s)he shall allow access to information, records and other materials during normal office working hours as the Procuring Entity may require in order to confirm that the work in progress is in accordance with these quality procedures.

## **7. Compliance with this contract**

The Procuring Entity will be entitled to seek confirmation from the Individual Consultant, at any time during the delivery of this contract, and for a period of 1 year after its completion, that the Individual Consultant has complied with the terms of this contract. It may also request the provision of reasonable documentary evidence to support this. As stated in article 2.3 of this Contract, the Procuring Entity may delay or withhold payments in the event of non-compliance.

## **8. Assignment and Subcontracting**

- 8.1 The Individual Consultant shall under no circumstances sub-contract, sublet, assign or transfer the Contract or any part share or interest in it. Where the Individual Consultant considers it necessary to use the services of a third party, (s)he shall inform the Procuring Entity's Project Director in writing, and only once written approval is provided can the Consultant proceed to use a third party.
- 8.2 When the Project Director agrees that the activities under the contract can be performed by a third party, the third party involved in the delivery of services in this contract, will be under the direct control of the Individual Consultant. The Procuring Entity will not be responsible for the third party's performance of duties or Services assigned to it, and neither for ensuring that conditions of employment are met nor for any other employment obligations relating to that person including, but not restricted to, taxation and insurance including

professional indemnity insurance, employer's liability insurance and public liability insurance.

## **9. Breach of the Terms**

In the event of a breach of any Terms of the Contract, the party not in breach may serve a notice on the party in breach requiring the breach to be remedied within a period specified in the notice, not normally being longer than 30 days. If the breach has not been remedied before the expiry of the specified period, the party not in breach may then terminate the Contract in writing and may take appropriate steps to remedy the breach.

## **10. Liability of the Individual Consultant**

10.1 The Procuring Entity will be relying on the Individual Consultant's skills, expertise and experience in relation to the performance of the Services in accordance with this contract and also upon the accuracy of all representations and statements made and the advice given in connection with the provision of the Services.

10.2 In view of the reliance by the Procuring Entity set out in 9.1 above, the Individual Consultant agrees to indemnify at its own expense, protect and defend the Procuring Entity, its agents and employees, from and against all actions, claims, losses or damages arising out of the Individual Consultant's performance of this contract provided that:

- a) the Individual Consultant is notified of such actions, claims, losses or damages not later than 30 days after the Procuring Entity becomes aware of them;
- b) the ceiling on the Individual Consultant's liability to the Procuring Entity shall be limited to an amount equal to the contract value but such ceiling shall not apply to any losses or damages caused to third parties by the Individual Consultant's willful misconduct; and
- c) the Individual Consultant's liability shall be limited to actions, claims, losses or damages directly caused by such failure to perform its obligations under the contract and shall not include liability arising from unforeseeable occurrences incidental or indirectly consequential to such failure.

10.3 At its own expense, the Individual Consultant shall, upon request of the Procuring Entity, remedy any defect in the performance of the services in the event of the Individual Consultant's failure to perform its obligations under the contract.

10.4 The Individual Consultant shall have no liability whatsoever for actions, claims, losses or damages occasioned by the Procuring Entity omitting to act on any recommendation, or overriding any act or decision of the Individual Consultant, or requiring the Individual Consultant to implement a decision or recommendation with which the Individual Consultant disagrees or on which (s)he expresses a serious reservation.

## **11. Insurance**

- 11.1 The Individual Consultant must ensure that full and appropriate professional indemnity insurance and third party liability insurance, is in place for all Services provided.
- 11.2 The cost of such insurances will be covered from reimbursable expenses of the contract.
- 11.3 Where national requirements or practices provide for different regulations/practices concerning insurance, the Individual Consultant may provide written confirmation of all insurances held and a signed declaration that these are in line with regulations/practices in their country of operation. Only if such confirmation has been provided, and written confirmation of its acceptance provided to the Individual Consultant by the Procuring Entity, will this remove the obligation to meet the requirements of clause 11.1 of this Contract in full.
- 11.4 All insurances effected by the Individual Consultant shall be effected with an insurer of good repute and the Individual Consultant agrees to maintain such insurances for a period of 1 year from the completion of the Services under this Contract so long as such insurance continues to be available upon reasonable terms at reasonable commercial rates failing which Procuring Entity shall be entitled to take out insurance itself to cover any potential liability to its own Procuring Entity in relation to the performance of the Services under this contract. The cost of such insurance shall be a debt immediately due from the Individual Consultant.
- 11.5 The provisions of this clause shall remain in full force and effect notwithstanding the completion of the performance of the Services hereunder and the satisfaction of all other provisions of this contract.

## **12. Copyright**

- 12.1 Unless otherwise specified in the Contract, the title of the copyright and any other intellectual property rights arising out of the performance of this Contract shall be vested in the Procuring Entity which shall have the unfettered right to assign and grant sub-licences in respect of the same. Except as permitted by the Terms of this Contract, the said materials shall not be reproduced or disseminated without proper consultation with, and written permission from, the Procuring Entity. This provision shall apply to the title to rights arising from the performance under this contract but shall not apply to the internal systems or rights in relation to the Individual Consultant's own systems not created specifically for this purpose and where the same are an important part of the Services. The Individual Consultant shall grant a free and irrevocable licence to the Procuring Entity and its assigns for the use of the same in that connection.

The Individual Consultant warrants that it is free of any duties or obligations to third parties which may conflict with this contract and, without prejudice to the generality of Term 9 above, agrees to indemnify the Procuring Entity against any and all actions, costs damages, direct, indirect or consequential, and other expenses of any nature whatsoever which the Procuring Entity may incur or suffer as a result of the breach by the Individual Consultant of this warranty.

## **13. Non Disclosure & Confidentiality**

- 13.1 The Individual Consultant will treat all information and results obtained in discharging the Services under this Contract as confidential and will not disclose by any means whatsoever such results or material to any third party without the prior written consent of the Procuring Entity and will only use such information for the purposes of this Contract. In addition, the Individual Consultant shall not make any communication to the press or any broadcast (including, but not limited to, inclusion of information on a website) about the Services without the prior written agreement of the Project Director.
- 13.2 If the Individual Consultant violates clause 12.1, then (s)he will automatically and legally be held to pay the amount estimated as the minimum reasonable damages resulting from a breach of confidentiality. This is without prejudice to the right of the Procuring Entity to demonstrate that a higher amount of loss has or may be incurred as a result of liabilities held by the Consultant in relation to the Procuring Entity.

#### **14. Suspension or Termination**

- 14.1 In response to any factors out of the control of Procuring Entity and/or to breaches of contract by the Consultant, the Procuring Entity may at any time, by giving 30 days notice in writing, terminate in whole or in part or suspend the Individual Consultant's performance of the Services. In such event, the Individual Consultant shall be entitled to payment pursuant to sub-clause 13.4 below. If such suspension continues for a period in excess of twelve months, then either party may terminate this contract forthwith by written notice to the other.
- 14.2 The Individual Consultant may also terminate the contract unilaterally, without providing any reasons for such decision, if (s)he gives a 30 days prior written notice to the Project Director.
- 14.3 In the event of early termination of the Contract under sub-clauses 13.1, 13.2 and 13.3 of this clause, the Individual Consultant shall be entitled to a fair and reasonable proportion of the fees payable for that part of the Services carried out up to the date of such termination or suspension but this shall not include any loss of profit or contracts or any other expenses, losses or claims arising out of such termination or suspension or consequential thereupon.
- 14.4 Either Party may terminate this Contract, by giving not less than 30 days' written notice to the other Party, if, as a result of *Force Majeure*, either Party is unable to perform a material portion of its obligation for a period exceeding 30 days.
- 14.5 Termination shall be without prejudice to the Procuring Entity's obligation to pay for the work satisfactorily completed, or all reasonable expenses incurred, by the Individual Consultant under this Contract prior to such termination.

#### **15. No Waiver**

No forbearance shown or granted to the Individual Consultant, unless in writing by an authorised officer of the Procuring Entity, shall in any way affect or prejudice the rights of the Procuring Entity or be taken as a waiver of any of these Terms.

**16. Variations**

Any variation to these terms or the provisions of the Annexes shall be subject to a written Addendum and be signed by duly authorized signatories on behalf of the Individual Consultant and the Procuring Entity respectively.

**17. Jurisdiction**

This contract shall be governed by, and shall be construed in accordance with Botswana law and each party agrees to submit to the exclusive jurisdiction of the Botswana courts in regard to any claim or matter arising under this contract.

- 17.1 This contract shall be governed by, and shall be construed in accordance, with Botswana law.
- 17.2 The Parties shall use all their best efforts to settle all disputes arising out of, or in connection with, this Contract or its interpretation amicably. In the event that, through negotiation, the parties fail to resolve a dispute arising from the conclusion, interpretation, implementation or termination of this Contract, the Parties shall settle the dispute by arbitration.
- 17.3 The dispute shall be determined by a single arbitrator to be appointed by the Chairperson of the Botswana Law Society upon request by either Party.
- 17.4 The procedure of arbitration shall be fixed by the arbitrator who shall have full power to settle all questions of procedure in any case of disagreement with respect thereto.
- 17.5 The decisions of the arbitrator shall be final and binding upon the parties. The arbitration shall take place in Botswana and substantive law of Botswana shall apply.

The following Annexes are integral part of this Contract:

- Annex 1: Terms of Reference*
- Annex 2: Payment Schedule and Requirements*

Signed today *[insert the date]* in four (4) originals in the English language by:

For the Procuring Entity		For the Individual Consultant	
Name :		Name :	
Position :			
Place :		Place :	
Date:		Date :	
Signature:		Signature:	

*Annex 1: Terms of Reference*

*[insert the Terms of Reference]*

**Annex 2: Payment Schedule and Requirements**

1. For Services rendered pursuant to Annex 1, the Procuring Entity shall pay the Individual Consultant an amount not to exceed the ceiling of US Dollars *[insert amount]*, which shall be considered the contract value. This amount has been established based on the understanding that it includes all of the Consultant’s costs and profits as well as any tax obligation that may be imposed on the Individual Consultant in his/her country of residence.
2. The breakdown of prices is:

Description <sup>1</sup>	Total (in US\$)
<b>TOTAL FINANCIAL OFFER</b>	

3. The payment shall be made in accordance with the following schedule:

50% upon the Procuring Entity’s receipt of the Workshop Report acceptable to the Procuring Entity;

50% On acceptance of the final Revised SADC Financial Management Manual

4. **Payment Conditions:** Payment shall be made in US Dollars not later than 30 days following submission of original invoice by the Individual Consultant, in duplicate, accompanied by the requested supporting documents. All payments under the contract shall be made by bank transfer into the bank account indicated by the Individual Consultant in her/his invoices.

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<sup>1</sup> Delete items that are not applicable or add other items as the case may be.